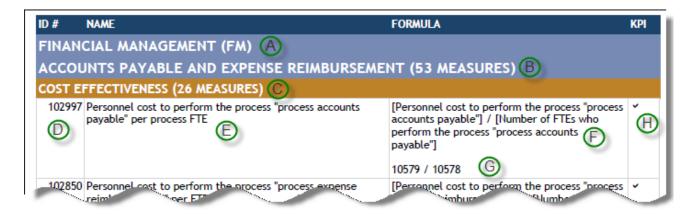## ABOUT APQC's OPEN STANDARDS BENCHMARKING MEASURE LIST

The APQC Open Standards Benchmarking measure list concisely lists all of the measures currently available through APQC's benchmarking portal for its members. These measures are organized by research area (A), the most recent survey in which the measure appeared (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 APQC's "question library identifiers" (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)			
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES) (B)			
COST EFFECTIVENESS (26 MEASURES) (C)			
102997 (D)	Personnel cost to perform the process "process accounts payable" per process FTE (E)	[Personnel cost to perform the process "process accounts payable"] / [Number of FTEs who perform the process "process accounts payable"] (F) 10579 / 10578 (G)	✓ (H)
102850	Personnel cost to perform the process "process expense reimbursement" per FTE	[Personnel cost to perform the process "process reimburs..." "Numbe...	✓

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
FINANCIAL MANAGEMENT (FM)			
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES)			
COST EFFECTIVENESS (26 MEASURES)			
102997	Personnel cost to perform the process "process accounts payable" per process FTE	[Personnel cost to perform the process "process accounts payable"] / [Number of FTEs who perform the process "process accounts payable"] 10579 / 10578	✔
102850	Personnel cost to perform the process "process expense reimbursements" per FTE	[Personnel cost to perform the process "process expense reimbursements"] / [Number of FTEs who perform the process "process expense reimbursements"] 10651 / 10650	✔
103825	Total cost to perform the process "process accounts payable" as a percentage of revenue	([Total cost to perform the process "process accounts payable"] / [Total business entity revenue]) * 100 (10584 / 10029) * 100	✔
103831	Total cost to perform the process "process accounts payable" per $1,000 revenue	[Total cost to perform the process "process accounts payable"] / ([Total business entity revenue] * 0.001) 10584 / (10029 * 0.001)	✔
103835	Total cost to perform the process "process accounts payable" per disbursement/payment	[Total cost to perform the process "process accounts payable"] / [Total number of disbursements excluding T&E disbursements] 10584 / 10631	✔
103838	Total cost to perform the process "process accounts payable" per invoice line item processed	[Total cost to perform the process "process accounts payable"] / [Number of invoice line items processed] 10584 / 10601	✔
100451	Total cost to perform the process "process accounts payable" per invoice processed	[Total cost to perform the process "process accounts payable"] / [Number of invoices processed] 10584 / 10599	✔
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 (10656 / 10029) * 100	✔
103866	Total cost to perform the process "process expense reimbursements" per $1,000 of T&E expenditures	[Total cost to perform the process "process expense reimbursements"] / ([Total value of T&E expenditures] * 0.001) 10656 / (10664 * 0.001)	✔

FINANCIAL MANAGEMENT (FM)
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES)
COST EFFECTIVENESS (26 MEASURES)

ID	Measure	Formula	
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] * 0.001) 10656 / (10029 * 0.001)	✔
103873	Total cost to perform the process "process expense reimbursements" per T&E disbursement	[Total cost to perform the process "process expense reimbursements"] / [Number of T&E disbursements] 10656 / 10674	✔
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"] + [Total cost to perform the process "process expense reimbursements"]) / ([Total business entity revenue] * .001) (10584 + 10656) / (10029 * .001)	✔
101580	Outsourced cost to perform the process "process accounts payable" per $1,000 revenue	[Outsourced cost to perform the process "process accounts payable"] / ([Total business entity revenue] *.0010) 10583 / (10029 *.0010)	
101583	Outsourced cost to perform the process "process expense reimbursements" per $1,000 revenue	[Outsourced cost to perform the process "process expense reimbursements"] / ([Total business entity revenue] *.0010) 10655 / (10029 *.0010)	
103013	Personnel cost to perform process "process expense reimbursements" per $1,000 revenue	[Personnel cost to perform the process "process expense reimbursements"] / ([Total business entity revenue] * 0.001) 10651 / (10029 * 0.001)	
102999	Personnel cost to perform the process "process accounts payable" per $1,000 purchases	[Personnel cost to perform the process "process accounts payable"] / ([Value of all materials and services purchased] * 0.001) 10579 / (13220 * 0.001)	
103001	Personnel cost to perform the process "process accounts payable" per $1,000 revenue	[Personnel cost to perform the process "process accounts payable"] / ([Total business entity revenue] * 0.001) 10579 / (10029 * 0.001)	
103336	Systems cost to perform the process "process accounts payable" per $100,000 purchases	[Systems cost to perform the process "process accounts payable"] / ([Value of all materials and services purchased] * 0.00001) 10580 / (13220 * 0.00001)	

FINANCIAL MANAGEMENT (FM)
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES)

COST EFFECTIVENESS (26 MEASURES)

103338	Systems cost to perform the process "process accounts payable" per $100,000 revenue	[Systems cost to perform the process "process accounts payable"] / ([Total business entity revenue] * 0.00001) 10580 / (10029 * 0.00001)	
103345	Systems cost to perform the process "process expense reimbursements" per $100,000 revenue	[Systems cost to perform the process "process expense reimbursements"] / ([Total business entity revenue] * 0.00001) 10652 / (10029 * 0.00001)	
103827	Total cost to perform the process "process accounts payable" per $1 billion revenue	[Total cost to perform the process "process accounts payable"] / ([Total business entity revenue] * .000000001) 10584 / (10029 * .000000001)	
103828	Total cost to perform the process "process accounts payable" per $1,000 purchases	[Total cost to perform the process "process accounts payable"] / ([Value of all materials and services purchased] * 0.001) 10584 / (13220 * 0.001)	
103826	Total cost to perform the process "process accounts payable" per process FTE	[Total cost to perform the process "process accounts payable"] / [Number of FTEs who perform the process "process accounts payable"] 10584 / 10578	
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] * .000000001) 10656 / (10029 * .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"] 10656 / 10650	
104204	Value of purchases (in millions) per "process accounts payable" FTE	[Value of all materials and services purchased] / ([Number of FTEs who perform the process "process accounts payable"] * 1000000) 13220 / (10578 * 1000000)	

CYCLE TIME (4 MEASURES)

100575	Cycle time in days from receipt of invoice until payment is transmitted	[Cycle time in calendar days from receipt of an invoice until payment is transmitted] 10629	✔

FINANCIAL MANAGEMENT (FM)
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES)

CYCLE TIME (4 MEASURES)

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] 10681	✔
100636	Cycle time in hours to enter invoice data onto the system	[Cycle time in hours from the receipt of an invoice to its entry into the accounts payable/invoicing system] 10627	✔
100632	Cycle time in days to resolve an invoice error	[Cycle time in calendar days from discovering an invoice error to its resolution] 10630	

PROCESS EFFICIENCY (14 MEASURES)

101108	Number of FTEs for the process "process accounts payable" per $1 billion revenue	[Number of FTEs who perform the process "process accounts payable"] / ([Total business entity revenue] * 0.000000001) 10578 / (10029 * 0.000000001)	✔
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 (10632 / 10631) * 100	✔
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 (10616 / 10615) * 100	✔
101995	Percentage of expense report exception line items	([Number of expense report line items with exceptions] / [Expense report line items]) * 100 (10668 / 10666) * 100	✔
102139	Percentage of invoice line items paid on time	[Percentage of invoice line items paid on time] 10614	✔
102146	Percentage of invoice line items received electronically	[Percentage of invoice line items received electronically] 18148	✔

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FINANCIAL MANAGEMENT (FM)
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES)

PROCESS EFFICIENCY (14 MEASURES)

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 (10618 / 10601) * 100	✔
104301	Number of FTEs for the process "process accounts payable" per $1 billion purchases	[Number of FTEs who perform the process "process accounts payable"] / ([Value of all materials and services purchased] * 0.000000001) 10578 / (13220 * 0.000000001)	
101119	Number of FTEs for 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) 10650 / (10029 * 0.000000001)	
101262	Number of FTEs for the process "process expense reimbursements" per $1 million T&E expenditures	[Number of FTEs who perform the process "process expense reimbursements"] / ([Total value of T&E expenditures] * 0.000001) 10650 / (10664 * 0.000001)	
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 (10617 / 10601) * 100	
102163	Percentage of invoices paid within the discount period	([Number of invoices paid within discount period] / [Number of invoices processed]) * 100.0 (10600 / 10599) * 100.0	
102164	Percentage of invoices which are manually keyed into the financial system	([Number of invoice line items entered by manual keying] / [Number of invoice line items processed]) * 100 (10609 / 10601) * 100	
102650	Percentage of total T&E expenditures made using cash advances	([Total value of cash advances] / [Total value of T&E expenditures]) * 100.0 (10683 / 10664) * 100.0	

STAFF PRODUCTIVITY (5 MEASURES)

100917	Number of disbursements per "process accounts payable" FTE	[Total number of disbursements excluding T&E disbursements] / [Number of FTEs who perform the process "process accounts payable"] 10631 / 10578	✔

FINANCIAL MANAGEMENT (FM)
ACCOUNTS PAYABLE AND EXPENSE REIMBURSEMENT (53 MEASURES)

STAFF PRODUCTIVITY (5 MEASURES)

ID	Measure	Formula	
100952	Number of expense report line items per "process expense reimbursements" FTE	[Expense report line items] / [Number of FTEs who perform the process "process expense reimbursements"] 10666 / 10650	✔
101283	Number of invoice line items processed per "process accounts payable" FTE	[Number of invoice line items processed] / [Number of FTEs who perform the process "process accounts payable"] 10601 / 10578	✔
101290	Number of invoices processed per "process accounts payable" FTE	[Number of invoices processed] / [Number of FTEs who perform the process "process accounts payable"] 10599 / 10578	✔
101419	Number of T&E disbursements per "process expense reimbursements" FTE	[Number of T&E disbursements] / [Number of FTEs who perform the process "process expense reimbursements"] 10674 / 10650	✔

SUPPLEMENTAL INFORMATION (4 MEASURES)

ID	Measure	Formula	
100955	Number of expense report line items per $1,000 T&E expenditure	[Expense report line items] / ([Total value of T&E expenditures] * 0.001) 10666 / (10664 * 0.001)	
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) 10601 / (13220 * 0.001)	
102996	Personnel cost to perform the process "process accounts payable" as a percentage of the total cost for the process	([Personnel cost to perform the process "process accounts payable"] / [Total cost to perform the process "process accounts payable"]) * 100 (10579 / 10584) * 100	
103335	Systems cost to perform the process "process accounts payable" as a percentage of the total cost of the process	([Systems cost to perform the process "process accounts payable"] / [Total cost to perform the process "process accounts payable"]) * 100 (10580 / 10584) * 100	

FINANCIAL MANAGEMENT (FM)
ACCOUNTS RECEIVABLE (46 MEASURES)

COST EFFECTIVENESS (22 MEASURES)

ID	Measure	Formula	
103005	Personnel cost to perform the process "process accounts receivable" per process FTE	[Personnel cost to perform the process "process accounts receivable (AR)"] / [Number of FTEs who perform the process "process accounts receivable (AR)"] 13118 / 10369	✔
103712	Total cost to perform the process "manage and process adjustments/deductions" per $1,000 revenue	[Total cost to perform the process "manage and process adjustments/deductions"] / ([Total business entity revenue] * .001) 10365 / (10029 * .001)	✔
103718	Total cost to perform the process "manage and process collections" per $1,000 revenue	[Total cost to perform the process "manage and process collections"] / ([Total business entity revenue] * .001) 10388 / (10029 * .001)	✔
103846	Total cost to perform the process "process accounts receivable" per $1,000 revenue	[Total cost to perform the process "process accounts receivable"] / ([Total business entity revenue] * .001) 10370 / (10029 * .001)	✔
103850	Total cost to perform the process "process accounts receivable" per customer receipt	[Total cost to perform the process "process accounts receivable"] / [Number of receipts processed] 10370 / 10377	✔
101562	Outsourced cost to perform the process "manage and process adjustments/deductions" per $1,000 revenue	[Outsourced cost to perform the process "manage and process adjustments/deductions"] / ([Total business entity revenue] *.0010) 13154 / (10029 *.0010)	
101563	Outsourced cost to perform the process "manage and process collections" per $1,000 revenue	[Outsourced cost to perform the process "manage and process collections"] / ([Total business entity revenue] *.0010) 13142 / (10029 *.0010)	
101581	Outsourced cost to perform the process "process accounts receivable (AR)" per $1,000 revenue	[Outsourced cost to perform the process "process accounts receivable (AR)"] / ([Total business entity revenue] *.0010) 13122 / (10029 *.0010)	
102937	Personnel cost to perform the process "manage and process adjustments/deductions" per $1,000 revenue	[Personnel cost to perform the process "manage and process adjustments/deductions"] / ([Total business entity revenue] * .001) 13150 / (10029 * .001)	

FINANCIAL MANAGEMENT (FM)
ACCOUNTS RECEIVABLE (46 MEASURES)

COST EFFECTIVENESS (22 MEASURES)

102940	Personnel cost to perform the process "manage and process collections" per $1,000 revenue	[Personnel cost to perform the process "manage and process collections"] / ([Total business entity revenue] * .001) 13138 / (10029 * .001)	
103007	Personnel cost to perform the process "process accounts receivable" per $1,000 revenue	[Personnel cost to perform the process "process accounts receivable (AR)"]/ ([Total business entity revenue] * .001) 13118/ (10029 * .001)	
103291	Systems cost to perform the process "manage and process adjustments/deductions" per $100,000 revenue	[Systems cost to perform the process "manage and process adjustments/deductions"] / ([Total business entity revenue] * .00001) 13151 / (10029 * .00001)	
103293	Systems cost to perform the process "manage and process collections" per $100,000 revenue	[Systems cost to perform the process "manage and process collections"] / ([Total business entity revenue] * .00001) 13139 / (10029 * .00001)	
103341	Systems cost to perform the process "process accounts receivable" per $100,000 revenue	[Systems cost to perform the process "process accounts receivable (AR)"]/ ([Total business entity revenue] * .00001) 13119/ (10029 * .00001)	
103716	Total cost to perform the process "manage and process collections" as a percentage of revenue	([Total cost to perform the process "manage and process collections"] / ([Total business entity revenue])) * 100 (10388 / (10029)) * 100	
103717	Total cost to perform the process "manage and process collections" per $1 billion revenue	[Total cost to perform the process "manage and process collections"] / ([Total business entity revenue] * .000000001) 10388 / (10029 * .000000001)	
103723	Total cost to perform the process "manage and process collections" per active customer	[Total cost to perform the process "manage and process collections"] / [Number of active customers in business entity's customer master file] 10388 / 99931	
104467	Total cost to perform the process "manage and process collections" per customer receipt	([Total cost to perform the process "manage and process collections"]/[Number of receipts processed]) (10388/10377)	

FINANCIAL MANAGEMENT (FM)
ACCOUNTS RECEIVABLE (46 MEASURES)

COST EFFECTIVENESS (22 MEASURES)

103724	Total cost to perform the process "manage and process collections" per process FTE	[Total cost to perform the process "manage and process collections"] / [Number of FTEs who perform the process "manage and process collections"] 10388 / 12681	
103843	Total cost to perform the process "process accounts receivable" as a percentage of revenue	([Total cost to perform the process "process accounts receivable"] / [Total business entity revenue]) * 100 (10370 / 10029) * 100	
103845	Total cost to perform the process "process accounts receivable" per $1 billion revenue	[Total cost to perform the process "process accounts receivable"] / ([Total business entity revenue] * .000000001) 10370 / (10029 * .000000001)	
103844	Total cost to perform the process "process accounts receivable" per process FTE	[Total cost to perform the process "process accounts receivable"] / [Number of FTEs who perform the process "process accounts receivable (AR)"] 10370 / 10369	

CYCLE TIME (3 MEASURES)

100581	Cycle time in days from transmission of invoice to receipt of payment	[Cycle time in calendar days from invoicing a customer to the receipt of payment] 10384	✔
100178	Days sales outstanding	[Average days sales outstanding in accounts receivable] 10058	✔
100628	Cycle time in days to resolve adjustments	[Cycle time in calendar days from identifying an adjustment to fully resolving and reflecting it in the accounting records] 10363	

PROCESS EFFICIENCY (11 MEASURES)

102286	Percentage of manual receipts	([Number of receipts processed that are received manually] / [Number of receipts processed]) * 100.0 (13136 / 10377) * 100.0	✔
101758	Percentage of total receipts that are processed error free the first time	([Number of receipts processed error-free first time] / [Number of receipts processed]) * 100 (10378 / 10377) * 100	✔

FINANCIAL MANAGEMENT (FM)
ACCOUNTS RECEIVABLE (46 MEASURES)
PROCESS EFFICIENCY (11 MEASURES)

101043	Number of FTEs for the process "manage and process adjustments/deductions" per $1 billion revenue	[Number of FTEs who perform the process "manage and process adjustments/deductions"] / ([Total business entity revenue] * .000000001) 10367 / (10029 * .000000001)	
101048	Number of FTEs for the process "manage and process collections" per $1 billion revenue	[Number of FTEs who perform the process "manage and process collections"] / ([Total business entity revenue] * .000000001) 10389 / (10029 * .000000001)	
101656	Outstanding payment days as a proportion of standard payment days	[Average days sales outstanding in accounts receivable] / [Standard payment terms in calendar days for accounts receivable] 10058 / 10383	
102152	Percentage of invoice line items paid in full the first time	([Number of billed/invoiced line items that are paid in full the first time] / [Number of line items billed/invoiced]) * 100 (10374 / 10361) * 100	
102155	Percentage of invoice line items that are adjusted by the customer prior to payment	([Number of billed/invoiced line items that are adjusted prior to paying] / [Number of line items billed/invoiced]) * 100 (10373 / 10361) * 100	
102463	Percentage of receipts automatically matched to open items in the accounts receivable sub ledger	([Number of receipts that are automatically matched to open items in the accounts receivable sub ledger] / [Number of receipts processed]) * 100 (10379 / 10377) * 100	
104483	Percentage of receipts received electronically	([Number of receipts processed that are received electronically] / [Number of receipts processed]) * 100.0 (13134 / 10377) * 100.0	
101950	Percentage of receipts received electronically or automatically	[Percentage of receipts received electronically or automatically] 16025	
104166	Total uncollectable balances as a percentage of revenue	([Total value of uncollectable balances] / [Total business entity revenue]) * 100 (13163 / 10029) * 100	

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FINANCIAL MANAGEMENT (FM)
ACCOUNTS RECEIVABLE (46 MEASURES)

STAFF PRODUCTIVITY (6 MEASURES)

ID	Measure	Formula	
101395	Number of receipts processed per "process accounts receivable" FTE	[Number of receipts processed] / [Number of FTEs who perform the process "process accounts receivable (AR)"] 10377 / 10369	✔
104115	Number of active customers managed annually per "manage and process collections" FTE	[Number of active customers in business entity's customer master file] / [Number of FTEs who perform the process "manage and process collections"] 99931 / 10389	
100880	Number of adjustments and deductions per "manage and process adjustments/deductions" FTE	[Number of adjustments/deductions] / [Number of FTEs who perform the process "manage and process adjustments/deductions"] 16030 / 10367	
100904	Number of customer accounts per "process accounts receivable" FTE	[Number of customers in the customer master file] / [Number of FTEs who perform the process "process accounts receivable (AR)"] 10237 / 12680	
100796	Number of invoices per "manage and process collections" FTE	[Number of invoices billed to customer]/ [Number of FTEs who perform the process "manage and process collections"] 10257/10389	
100797	Number of invoices per "process accounts receivable" FTE	[Number of invoices billed to customer]/ [Number of FTEs who perform the process "process accounts receivable (AR)"] 10257/10369	

SUPPLEMENTAL INFORMATION (4 MEASURES)

ID	Measure	Formula	
101278	Number of invoice line items per receipt	[Number of line items billed/invoiced] / [Number of receipts processed] 10361 / 10377	
101870	Percentage of billed/invoiced line items offering a discount	([Number of invoice line items billed/invoiced that offer a discount] / [Number of line items billed/invoiced]) * 100 (10262 / 10361) * 100	
103004	Personnel cost to perform the process "process accounts receivable" as a percentage of the total cost for the process	([Personnel cost to perform the process "process accounts receivable (AR)"] / [Total cost to perform the process "process accounts receivable"]) * 100 (13118 / 10370) * 100	

FINANCIAL MANAGEMENT (FM)
ACCOUNTS RECEIVABLE (46 MEASURES)
SUPPLEMENTAL INFORMATION (4 MEASURES)

| 103340 | Systems cost to perform the process "process accounts receivable" as a percentage of the total cost of the process | ([Systems cost to perform the process "process accounts receivable (AR)"] / [Total cost to perform the process "process accounts receivable"]) * 100

(13119 / 10370) * 100 | |

CUSTOMER CREDIT AND INVOICING (30 MEASURES)
COST EFFECTIVENESS (15 MEASURES)

| 103702 | Total cost to perform the process "invoice customer" per $1,000 revenue | [Total cost to perform the process "invoice customer"] / ([Total business entity revenue] * .001)

10517 / (10029 * .001) | ✔ |
| 103706 | Total cost to perform the process "invoice customer" per invoice line item processed | [Total cost to perform the process "invoice customer"] / [Number of line items billed/invoiced]

10517 / 10258 | ✔ |
| 103709 | Total cost to perform the process "invoice customer" per invoice processed | [Total cost to perform the process "invoice customer"] / [Number of invoices billed to customer]

10517 / 10257 | ✔ |
| 103859 | Total cost to perform the process "process customer credit" per $1,000 revenue | [Total cost to perform the process "process customer credit"] / ([Total business entity revenue] * .001)

10246 / (10029 * .001) | ✔ |
| 101561 | Outsourced cost to perform the process "invoice customer" per $1,000 revenue | [Outsourced cost to perform the process "invoice customer"] / ([Total business entity revenue] *.0010)

10180 / (10029 *.0010) | |
| 101582 | Outsourced cost to perform the process "process customer credit" per $1,000 revenue | [Outsourced cost to perform the process "process customer credit"] / ([Total business entity revenue] *.0010)

10170 / (10029 *.0010) | |
| 102933 | Personnel cost to perform the process "invoice customer" per $1,000 revenue | [Personnel cost to perform the process "invoice customer"] / ([Total business entity revenue] * .001)

10176 / (10029 * .001) | |
| 103010 | Personnel cost to perform the process "process customer credit" per $1,000 revenue | [Personnel cost to perform the process "process customer credit"] / ([Total business entity revenue] * .001) | |

ID	Measure	Formula	
		10166 / (10029 * .001)	
103289	Systems cost to perform the process "invoice customer" per $100,000 revenue	[Systems cost to perform the process "invoice customer"] / ([Total business entity revenue] * .00001) 10177 / (10029 * .00001)	
103343	Systems cost to perform the process "process customer credit" per $100,000 revenue	[Systems cost to perform the process "process customer credit"] / ([Total business entity revenue] * .00001) 10167 / (10029 * .00001)	
103697	Total cost to perform the process "invoice customer" per process FTE	[Total cost to perform the process "invoice customer"] / [Number of FTEs who perform the process "invoice customer"] 10517 / 10254	
103853	Total cost to perform the process "process customer credit" as a percentage of revenue	([Total cost to perform the process "process customer credit"]/ [Total business entity revenue]) * 100 (10246/ 10029) * 100	
103857	Total cost to perform the process "process customer credit" per $1 billion revenue	[Total cost to perform the process "process customer credit"] / ([Total business entity revenue] * .000000001) 10246 / (10029 * .000000001)	
103855	Total cost to perform the process "process customer credit" per process FTE	[Total cost to perform the process "process customer credit"] / [Number of FTEs who perform the process "process customer credit"] 10246 / 10245	
104466	Total cost to perform the process "process customer credit" per process FTE	([Total cost to perform the process "process customer credit"]/[Number of FTEs who perform the process "process customer credit"]) (10246/10245)	

CYCLE TIME (3 MEASURES)

ID	Measure	Formula	
100561	Cycle time in days for credit approval	[Cycle time in days for credit approval] 10250	✔
100164	Cycle time in days to generate complete and correct billing data	[Cycle time in days to generate complete and correct billing data] 10056	✔
100558	Cycle time in days between transmission of invoice and shipment of goods or delivery of services	[Cycle time in calendar days from the transmission of an invoice/bill to shipping/providing the good/service] 10265	

PROCESS EFFICIENCY (5 MEASURES)

FINANCIAL MANAGEMENT (FM)
CUSTOMER CREDIT AND INVOICING (30 MEASURES)

PROCESS EFFICIENCY (5 MEASURES)

101035	Number of FTEs for the process "invoice customer" per $1 billion revenue	[Number of FTEs who perform the process "invoice customer"] / ([Total business entity revenue] * .000000001) 10254 / (10029 * .000000001)	✔
101114	Number of FTEs for the process "process customer credit" per $1 billion revenue	[Number of FTEs who perform the process "process customer credit"] / ([Total business entity revenue] * .000000001) 10245 / (10029 * .000000001)	✔
102142	Percentage of invoice line items processed error free the first time	[Percentage of invoice line items processed error free the first time] 10263	✔
102134	Percentage of invoice line items invoiced using electronic or automatic methods	[Percentage of invoice line items invoiced using electronic or automatic methods] 16017	
102161	Percentage of invoices automatically generated based on event triggers	[Percentage of invoices automatically generated based on event triggers] 16014	

STAFF PRODUCTIVITY (4 MEASURES)

101280	Number of invoice line items processed per "invoice customer" FTE	[Number of line items billed/invoiced] / [Number of FTEs who perform the process "invoice customer"] 10258 / 10254	✔
101287	Number of invoices processed per "invoice customer" FTE	[Number of invoices billed to customer] / [Number of FTEs who perform the process "invoice customer"] 10257 / 10254	✔
100878	Number of active customers per "process customer credit" FTE	[Number of active customers in business entity's customer master file] / [Number of FTEs who perform the process "process customer credit"] 99931 / 10245	
100902	Number of credit reviews per "process customer credit" FTE	[Credit reviews performed at account level by credit staff] / [Number of FTEs who perform the process "process customer credit"] 16009 / 10245	

FINANCIAL MANAGEMENT (FM)
CUSTOMER CREDIT AND INVOICING (30 MEASURES)

SUPPLEMENTAL INFORMATION (3 MEASURES)

100230	Average number of line items per invoice	[Number of line items billed/invoiced] / [Number of invoices billed to customer] 10258 / 10257	
100387	Average value per line item billed	[Total value of line items billed/invoiced] / [Number of line items billed/invoiced] 10259 / 10258	
102157	Percentage of invoice line items that are denominated in a foreign currency	([Number of line items billed/invoiced in a foreign currency] / [Number of line items billed/invoiced]) * 100 (10261 / 10258) * 100	

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FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

102860	Personnel cost to perform finance function per finance function FTE	[Personnel cost perform the function "manage financial resources"] / [Number of FTEs who perform the function "manage financial resources"] 10204 / 10069	✔
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 (10209 / 10029) * 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) 10206 / (10029 * .00001)	
102857	Personnel cost to perform the finance function per $1,000 revenue	[Personnel cost perform the function "manage financial resources"] / ([Total business entity revenue] * .001) 10204 / (10029 * .001)	
103221	Systems cost of the finance function per $100,000 revenue	[Systems cost to perform the function "manage financial resources"] / ([Total business entity revenue] * .00001) 10205 / (10029 * .00001)	
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] * .001) 10209 / (10029 * .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"] 10209 / 10069	

CYCLE TIME (5 MEASURES)

100154	Cycle time in days from receipt of invoice until approved and scheduled for payment	[Cycle time in calendar days to process and approve a payment/disbursement from receipt of invoice to when it is approved and scheduled for payment] 10059	✔
100160	Cycle time in days to complete the annual budget	[Cycle time in days to complete the budget] 10060	✔

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)

CYCLE TIME (5 MEASURES)

100162	Cycle time in days to complete the monthly consolidated financial statements	[Cycle time in days to complete the monthly consolidated financial statements] 10054	✔
100171	Cycle time in hours to initiate, approve, and dispatch a wire transfer	[Cycle time in hours to initiate, approve, and dispatch a wire transfer] 10064	
100175	Cycle time in hours to reconcile a single bank account	[Cycle time in days to reconcile a single bank account from bank account statement receipt through ending book balance reconciliation] 10063	

PROCESS EFFICIENCY (37 MEASURES)

100959	Number of finance function FTEs per $1 billion revenue	[Number of FTEs who perform the function "manage financial resources"] / ([Total business entity revenue] * .000000001) 10069 / (10029 * .000000001)	✔
101078	Number of FTEs for the order to invoice cycle per $1 billion revenue	([Number of FTEs who perform the process "manage sales orders"] + [Number of FTEs who perform the process "process customer credit"] + [Number of FTEs who perform the process "invoice customer"]) / ([Total business entity revenue] * 0.000000001) (12677 + 12678 + 12679) / (10029 * 0.000000001)	✔
101019	Number of FTEs for the process "evaluate and manage financial performance" per $1 billion revenue	[Number of FTEs who perform the process "evaluate and manage financial performance"] / ([Total business entity revenue] * .000000001) 12676 / (10029 * .000000001)	✔
101090	Number of FTEs for the process "perform financial reporting" per $1 billion revenue	[Number of FTEs who perform the process "perform financial reporting"] / ([Total business entity revenue] * .000000001) 12686 / (10029 * .000000001)	✔
101096	Number of FTEs for the process "perform general accounting" per $1 billion revenue	[Number of FTEs who perform the process "perform general accounting"] / ([Total business entity revenue] * .000000001) 12684 / (10029 * .000000001)	✔
101098	Number of FTEs for the process "perform planning/budgeting/forecasting" per $1 billion revenue	[Number of FTEs who perform the process "perform planning/budgeting/forecasting"] / ([Total business entity revenue] * .000000001) 12674 / (10029 * .000000001)	✔

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)
PROCESS EFFICIENCY (37 MEASURES)

ID	Measure	Formula	
101109	Number of FTEs for the process "process accounts receivable" per $1 billion revenue	[Number of FTEs who perform the process "process accounts receivable (AR)"] / ([Total business entity revenue] * .000000001) 12680 / (10029 * .000000001)	✔
101095	Number of FTEs for the process group "process accounts payable and expense reimbursements" per $1 billion revenue	([Number of FTEs who perform the process "process accounts payable"] + [Number of FTEs who perform the process "process expense reimbursements"]) / ([Total business entity revenue] * .000000001) (12692 + 12693) / (10029 * .000000001)	✔
101042	Number of FTEs for the processes "manage and process accounts receivable", "manage and process collections", and "manage and process adjustments/deductions" per $1 billion revenue	([Number of FTEs who perform the process "process accounts receivable (AR)"] + [Number of FTEs who perform the process "manage and process collections"] + [Number of FTEs who perform the process "manage and process adjustments/deductions"]) / ([Total business entity revenue] * .000000001) (12680 + 12681 + 12682) / (10029 * .000000001)	✔
101089	Number of FTEs for the processes "perform cost accounting and control" and "perform cost management" per $1 billion revenue	[Number of FTEs who perform the processes "perform cost accounting and control" and "perform cost management"] / ([Total business entity revenue] * .000000001) 12675 / (10029 * .000000001)	✔
101753	Percentage change in business entity's gross margin over the past three years	[Percentage change in business entity's gross margin over the past three years] 10039	✔
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] 10055	✔
100897	Number of clerical FTEs involved in F&A operations as a percentage of total finance function FTEs	([Number of FTEs who perform the function "manage financial resources" perform clerical operations] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98627 / 98630) * 100.0	
100963	Number of finance function FTEs per $100 million revenue (deprecated)	[Number of FTEs who perform the function "manage financial resources"] / ([Total business entity revenue] * 0.000000010) 98613 / (10029 * 0.000000010)	

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)
PROCESS EFFICIENCY (37 MEASURES)

101079	Number of FTEs for 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) 12699 / (10029 * 0.000000001)	
101081	Number of FTEs for other non-defined finance processes per $100 million revenue (deprecated)	[Number of FTEs who perform other finance processes/the process groups (deprecated)] / ([Total business entity revenue] * 0.000000010) 98612 / (10029 * 0.000000010)	
101025	Number of FTEs for the fixed asset cycle per $100 million revenue (deprecated)	[Number of FTEs who perform fixed asset management (deprecated)] / ([Total business entity revenue] * 0.000000010) 98610 / (10029 * 0.000000010)	
101024	Number of FTEs for the process "financial strategy and planning" per $100 million revenue (deprecated)	[Number of FTEs who perform financial strategy and planning (deprecated)] / ([Total business entity revenue] * 0.000000010) 98601 / (10029 * 0.000000010)	
101026	Number of FTEs for the process "funding and treasury" per $100 million revenue (deprecated)	[Number of FTEs who perform funding and treasury (deprecated)] / ([Total business entity revenue] * 0.000000010) 98604 / (10029 * 0.000000010)	
101033	Number of FTEs for the process "internal audit" per $100 million revenue (deprecated)	[Number of FTEs who perform fixed internal audit (deprecated)] / ([Total business entity revenue] * 0.000000010) 98611 / (10029 * 0.000000010)	
101034	Number of FTEs for the process "investment management" per $100 million revenue (deprecated)	[Number of FTEs who perform investment management (deprecated)] / ([Total business entity revenue] * 0.000000010) 98602 / (10029 * 0.000000010)	
101054	Number of FTEs for the process "manage financial policies and procedures" per $1 billion revenue	[Number of FTEs who perform the process "manage policies and procedures"] / ([Total business entity revenue] * .000000001) 12683 / (10029 * .000000001)	
101086	Number of FTEs for the process "perform capital planning and project approval" per $1 billion revenue	[Number of FTEs who perform the process "perform capital planning and project approval"] / ([Total business entity revenue] * .000000001) 12687 / (10029 * .000000001)	

FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

PROCESS EFFICIENCY (37 MEASURES)

101122	Number of FTEs for the process "profitability and cost management" per $100 million revenue (deprecated)	[Number of FTEs who perform profitability and cost management (deprecated)] / ([Total business entity revenue] * 0.000000010) 98605 / (10029 * 0.000000010)
101149	Number of FTEs for the process "tax" per $100 million revenue (deprecated)	[Number of FTEs who are responsible for managing taxes (deprecated)] / ([Total business entity revenue] * 0.000000010) 98603 / (10029 * 0.000000010)
101161	Number of FTEs for the process group "manage fixed asset project accounting" per $1 billion revenue	([Number of FTEs who perform the process "perform capital planning and project approval"]+ [Number of FTEs who perform the process "perform capital project accounting"]) / ([Total business entity revenue]* .000000001) (12687+ 12688) / (10029* .000000001)
101165	Number of FTEs for the process group "manage taxes" per $1 billion revenue	[Number of FTEs who perform the process group "manage taxes"] / ([Total business entity revenue] * .000000001) 12698 / (10029 * .000000001)
101167	Number of FTEs for 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) 12694 / (10029 * .000000001)
101027	Number of FTEs for the process group "perform general accounting and reporting" (excluding fixed assets) per $100 million revenue (deprecated)	[Number of FTEs who are responsible for general accounting and reporting (deprecated)] / ([Total business entity revenue] * 0.000000010) 98609 / (10029 * 0.000000010)
101172	Number of FTEs for the process group "perform planning and management accounting" per $1 billion revenue	([Number of FTEs who perform the process "perform planning/budgeting/forecasting"] + [Number of FTEs who perform the processes "perform cost accounting and control" and "perform cost management"] + [Number of FTEs who perform the process "evaluate and manage financial performance"]) / ([Total business entity revenue] * .000000001) (12674 + 12675 + 12676) / (10029 * .000000001)
100984	Number of FTEs for the process group "process accounts payable and expense reimbursements" per $100 million revenue (deprecated)	[Number of FTEs who are responsible for accounts payable and expense reimbursements (deprecated)] / ([Total business entity revenue] * 0.000000010) 98607 / (10029 * 0.000000010)

FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

PROCESS EFFICIENCY (37 MEASURES)

101084	Number of FTEs for the process group "process payroll" per $100 million revenue (deprecated)	[Number of FTEs who are responsible for process payroll (deprecated)] / ([Total business entity revenue] * 0.000000010) 98608 / (10029 * 0.000000010)
101174	Number of FTEs for the revenue cycle per $1 billion revenue (deprecated)	[Number of FTEs who perform the process group "revenue accounting" (order to cash)] / ([Total business entity revenue] * 0.000000001) 12282 / (10029 * 0.000000001)
101136	Number of FTEs for the revenue cycle per $100 million revenue (deprecated)	[Number of FTEs who perform revenue cycle (deprecated)] / ([Total business entity revenue] * 0.000000010) 98606 / (10029 * 0.000000010)
101162	Number of FTEs to perform the fixed assets cycle per $1 billion revenue	([Number of FTEs who perform the process "perform fixed asset accounting"] + [Number of FTEs who perform the process "perform capital planning and project approval"] + [Number of FTEs who perform the process "perform capital project accounting"]) / ([Total business entity revenue] * .000000001) (12685 + 12687 + 12688) / (10029 * .000000001)
101333	Number of management FTEs involved in finance function operations as a percentage of total finance function FTEs	([Number of FTEs who perform the function "manage financial resources" perform management operations] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98628 / 98630) * 100.0
101390	Number of professional FTEs involved in finance function operations as a percentage of total finance function FTEs	([Number of FTEs who perform the function "manage financial resources" perform professional operations] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98629 / 98630) * 100.0

SUPPLEMENTAL INFORMATION (62 MEASURES)

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 (10207 / 10209) * 100

FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

SUPPLEMENTAL INFORMATION (62 MEASURES)

101610	Outsourced cost of the finance function as a percentage of the total cost of the finance function	([Outsourced cost to perform the function "manage financial resources"] / [Total cost to perform the function "manage financial resources"]) * 100 (10208 / 10209) * 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 (10206 / 10209) * 100	
102008	Percentage of 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 (12677 / 10069) * 100	
102064	Percentage of finance function FTEs to total number of employees within the business entity	([Number of FTEs who perform the function "manage financial resources"] / [Number of business entity employees]) * 100 (10069 / 10032) * 100	
102217	Percentage of finance function IT costs allocated to controls and risk management	[Percentage of IT cost to perform the function "manage financial resources" allocated to controls and risk management] 98632	
102218	Percentage of finance function IT costs allocated to decision support	[Percentage of IT cost to perform the function "manage financial resources" allocated to decision support] 98633	
102219	Percentage of finance function IT costs allocated to management activities	[Percentage of IT cost to perform the function "manage financial resources" allocated to management] 98634	
102220	Percentage of finance function IT costs allocated to transaction processing	[Percentage of IT cost to perform the function "manage financial resources" allocated to transaction processing] 98631	
102680	Percentage of finance function time allocated to control	[Percentage of time of FTEs that perform the function "manage financial resources" spend on control] 10049	

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FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

SUPPLEMENTAL INFORMATION (62 MEASURES)

102683	Percentage of finance function time allocated to control in three years	[Percentage of time that the function "manage financial resources" will spend on control in three years] 10120	
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] 10050	
102687	Percentage of finance function time allocated to decision support in three years	[Percentage of time that the function "manage financial resources" will spend on decision support in three years] 10121	
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] 10051	
102691	Percentage of finance function time allocated to management activities in three years	[Percentage of time that the function "manage financial resources" will spend on management activities in three years] 10122	
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] 10048	
102695	Percentage of finance function time allocated to transaction processing in three years	[Percentage of time that the function "manage financial resources" will spend on transaction processing in three years] 10119	
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 (12699 / 10069) * 100	

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FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

SUPPLEMENTAL INFORMATION (62 MEASURES)

102040	Percentage of total finance function FTEs allocated to the fixed assets cycle	(([Number of FTEs who perform the process "perform fixed asset accounting"] + [Number of FTEs who perform the process "perform capital planning and project approval"] + [Number of FTEs who perform the process "perform capital project accounting"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12685 + 12687 + 12688) / 10069) * 100	
102006	Percentage of total finance function FTEs allocated to the process "establish internal controls, policies, and procedures"	([Number of FTEs who perform the process "establish internal controls, policies, and procedures"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12695 / 10069) * 100	
102009	Percentage of total finance function FTEs allocated to the process "evaluate and manage financial performance"	([Number of FTEs who perform the process "evaluate and manage financial performance"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12676 / 10069) * 100	
102010	Percentage of total finance function FTEs allocated to the process "invoice customer"	([Number of FTEs who perform the process "invoice customer"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12679 / 10069) * 100	
102012	Percentage of total finance function FTEs allocated to the process "manage and process adjustments/deductions"	([Number of FTEs who perform the process "manage and process adjustments/deductions"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12682 / 10069) * 100	
102013	Percentage of total finance function FTEs allocated to the process "manage and process collections"	([Number of FTEs who perform the process "manage and process collections"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12681 / 10069) * 100	
102014	Percentage of total finance function FTEs allocated to the process "manage pay"	([Number of FTEs who perform the process "manage pay"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12690 / 10069) * 100	

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)
SUPPLEMENTAL INFORMATION (62 MEASURES)

102015	Percentage of total finance function FTEs allocated to the process "manage policies and procedures"	([Number of FTEs who perform the process "manage policies and procedures"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12683 / 10069) * 100	
102016	Percentage of total finance function FTEs allocated to the process "operate controls and monitor compliance with internal controls policies and procedures"	([Number of FTEs who perform the process "operate controls and monitor compliance with internal controls policies and procedures"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12696 / 10069) * 100	
102019	Percentage of total finance function FTEs allocated to the process "perform capital planning and project approval"	([Number of FTEs who perform the process "perform capital planning and project approval"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12687 / 10069) * 100	
102020	Percentage of total finance function FTEs allocated to the process "perform capital project accounting"	([Number of FTEs who perform the process "perform capital project accounting"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12688 / 10069) * 100	
102021	Percentage of total finance function FTEs allocated to the process "perform financial reporting"	([Number of FTEs who perform the process "perform financial reporting"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12686 / 10069) * 100	
102022	Percentage of total finance function FTEs allocated to the process "perform fixed asset accounting"	([Number of FTEs who perform the process "perform fixed asset accounting"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12685 / 10069) * 100	
102025	Percentage of total finance function FTEs allocated to the process "perform general accounting"	([Number of FTEs who perform the process "perform general accounting"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12684 / 10069) * 100	
102027	Percentage of total finance function FTEs allocated to the process "perform planning/ budgeting/ forecasting"	([Number of FTEs who perform the process "perform planning/budgeting/forecasting"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12674 / 10069) * 100	

FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

SUPPLEMENTAL INFORMATION (62 MEASURES)

102032	Percentage of total finance function FTEs allocated to the process "process accounts payable"	([Number of FTEs who perform the process "process accounts payable"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12692 / 10069) * 100	
102033	Percentage of total finance function FTEs allocated to the process "process accounts receivable (AR)"	([Number of FTEs who perform the process "process accounts receivable (AR)"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12680 / 10069) * 100	
102034	Percentage of total finance function FTEs allocated to the process "process customer credit"	([Number of FTEs who perform the process "process customer credit"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12678 / 10069) * 100	
102035	Percentage of total finance function FTEs allocated to the process "process expense reimbursements"	([Number of FTEs who perform the process "process expense reimbursements"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12693 / 10069) * 100	
102007	Percentage of total finance function FTEs allocated to the process "process payroll taxes"	([Number of FTEs who perform the process "process payroll taxes"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12691 / 10069) * 100	
102036	Percentage of total finance function FTEs allocated to the process "report on internal controls compliance"	([Number of FTEs who perform the process "report on internal controls compliance"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12697 / 10069) * 100	
102037	Percentage of total finance function FTEs allocated to the process "report time"	([Number of FTEs who perform the process "report time"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12689 / 10069) * 100	
102634	Percentage of total finance function FTEs allocated to the process group "financial strategy and planning" (deprecated)	([Number of FTEs who perform financial strategy and planning (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98601 / 98613) * 100.0	

FINANCIAL MANAGEMENT (FM)

FINANCE ORGANIZATION (111 MEASURES)

SUPPLEMENTAL INFORMATION (62 MEASURES)

102635	Percentage of total finance function FTEs allocated to the process group "fixed asset management" (deprecated)	([Number of FTEs who perform fixed asset management (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98610 / 98613) * 100.0	
102039	Percentage of total finance function FTEs allocated to the process group "manage fixed asset project accounting"	(([Number of FTEs who perform the process "perform capital planning and project approval"]+ [Number of FTEs who perform the process "perform capital project accounting"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12687+ 12688) / 10069) * 100	
102041	Percentage of total finance function FTEs allocated to the process group "manage internal controls"	(([Number of FTEs who perform the process "establish internal controls, policies, and procedures"] + [Number of FTEs who perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Number of FTEs who perform the process "report on internal controls compliance"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12695 + 12696 + 12697) / 10069) * 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 (12698 / 10069) * 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 (12694 / 10069) * 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 "process accounts payable"] + [Number of FTEs who perform the process "process expense reimbursements"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12692 + 12693) / 10069) * 100	

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)
SUPPLEMENTAL INFORMATION (62 MEASURES)

102048	Percentage of total finance function FTEs allocated to the process group "perform general accounting and reporting" (excluding fixed asset accounting)	((([Number of FTEs who perform the process "manage policies and procedures"] + [Number of FTEs who perform the process "perform general accounting"] + [Number of FTEs who perform the process "perform financial reporting"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12683 + 12684 + 12686) / 10069) * 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 "perform planning/budgeting/forecasting"] + [Number of FTEs who perform the processes "perform cost accounting and control" and "perform cost management"] + [Number of FTEs who perform the process "evaluate and manage financial performance"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12674 + 12675 + 12676) / 10069) * 100	
102057	Percentage of total finance function FTEs allocated to the process group "process payroll"	((([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12689 + 12690 + 12691) / 10069) * 100	
102641	Percentage of total finance function FTEs allocated to the process group "profitability and cost management" (deprecated)	([Number of FTEs who perform profitability and cost management (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98605 / 98613) * 100.0	
102636	Percentage of total finance function FTEs allocated to the process group funding and treasury (deprecated)	([Number of FTEs who perform funding and treasury (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98604 / 98613) * 100.0	
102637	Percentage of total finance function FTEs allocated to the process group general accounting and reporting (deprecated)	([Number of FTEs who are responsible for general accounting and reporting (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98609 / 98613) * 100.0	

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)
SUPPLEMENTAL INFORMATION (62 MEASURES)

102639	Percentage of total finance function FTEs allocated to the process group investment management (deprecated)	([Number of FTEs who perform investment management (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98602 / 98613) * 100.0	
102017	Percentage of total finance function FTEs allocated to the processes "manage sales orders", "process customer credit", and "invoice customer"	(([Number of FTEs who perform the process "manage sales orders"] + [Number of FTEs who perform the process "process customer credit"] + [Number of FTEs who perform the process "invoice customer"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12677 + 12678 + 12679) / 10069) * 100	
102059	Percentage of total finance function FTEs allocated to the processes "perform cost accounting and control" and "perform cost management"	([Number of FTEs who perform the processes "perform cost accounting and control" and "perform cost management"] / [Number of FTEs who perform the function "manage financial resources"]) * 100 (12675 / 10069) * 100	
102011	Percentage of total finance function FTEs allocated to the processes "process accounts receivable (AR)," "manage and process collections," and "manage and process adjustments/deductions"	(([Number of FTEs who perform the process "process accounts receivable (AR)"] + [Number of FTEs who perform the process "manage and process collections"] + [Number of FTEs who perform the process "manage and process adjustments/deductions"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12680 + 12681 + 12682) / 10069) * 100	
102052	Percentage of total finance function FTEs allocated to the revenue cycle (deprecated)	(([Number of FTEs who perform the process "process customer credit"]+ [Number of FTEs who perform the process "invoice customer"]+ [Number of FTEs who perform the process "process accounts receivable (AR)"]+ [Number of FTEs who perform the process "manage and process collections"]+ [Number of FTEs who perform the process "manage and process adjustments/deductions"]) / [Number of FTEs who perform the function "manage financial resources"]) * 100 ((12678+ 12679+ 12680+ 12681+ 12682) / 10069) * 100	

FINANCIAL MANAGEMENT (FM)
FINANCE ORGANIZATION (111 MEASURES)
SUPPLEMENTAL INFORMATION (62 MEASURES)

102642	Percentage of total finance function FTEs allocated to the revenue cycle (deprecated)	([Number of FTEs who perform revenue cycle (deprecated)] / [Number of FTEs who perform the function "manage financial resources"]) * 100.0 (98606 / 98613) * 100.0	
102061	Percentage of total finance function FTEs not directly reporting to the finance and accounting organization	[Percentage of FTEs that perform "manage financial resources" that do not directly reporting to the finance and accounting organization] 10070	
102855	Personnel cost of the finance function as a percentage of total cost for the finance function	([Personnel cost perform the function "manage financial resources"] / [Total cost to perform the function "manage financial resources"]) * 100 (10204 / 10209) * 100	
103219	Systems cost of the finance function as a percentage of the total cost of the finance function	([Systems cost to perform the function "manage financial resources"] / [Total cost to perform the function "manage financial resources"]) * 100 (10205 / 10209) * 100	

FINANCIAL MANAGEMENT (FM)

FIXED ASSET ACCOUNTING (33 MEASURES)

COST EFFECTIVENESS (21 MEASURES)

103809	Total cost to perform the process "perform fixed asset accounting" per $1,000 revenue	[Total cost to perform the process "perform fixed asset accounting"] / ([Total business entity revenue] * 0.0010) 10763 / (10029 * 0.0010)	✔
101603	Outsourced cost to perform the process "perform capital planning and project approval" per $1,000 revenue	[Outsourced cost to perform the process "perform capital planning and project approval"] / ([Total business entity revenue] *.0010) 10692 / (10029 *.0010)	
101577	Outsourced cost to perform the process "perform capital project accounting" per $1,000 revenue	[Outsourced cost to perform the process "perform capital project accounting"] / ([Total business entity revenue] *.0010) 10741 / (10029 *.0010)	
101573	Outsourced cost to perform the process "perform fixed-asset accounting" per $1,000 revenue	[Outsourced cost to perform the process "perform fixed asset accounting"] / ([Total business entity revenue] *.0010) 10762 / (10029 *.0010)	
102987	Personnel cost to perform the process "perform fixed asset accounting" per fixed asset transaction	[Personnel cost to perform the process "perform fixed asset accounting"] / [Number of fixed asset transactions] 10758 / 10777	
103223	Systems cost of the fixed assets cycle per $100,000 revenue	([Systems cost to perform the process "perform capital planning and project approval"] + [Systems cost to perform the process "perform capital project accounting"] + [Systems cost to perform the process "perform fixed asset accounting"]) / ([Total business entity revenue] * 0.000010) (10689 + 10738 + 10759) / (10029 * 0.000010)	
103329	Systems cost of the process "perform fixed asset accounting" per $100,000 revenue	[Systems cost to perform the process "perform fixed asset accounting"] / ([Total business entity revenue] * 0.000010) 10759 / (10029 * 0.000010)	
103325	Systems cost to perform the process "perform capital planning and project approval" per $100,000 revenue	[Systems cost to perform the process "perform capital planning and project approval"] / ([Total business entity revenue] * 0.000010) 10689 / (10029 * 0.000010)	

FINANCIAL MANAGEMENT (FM)

FIXED ASSET ACCOUNTING (33 MEASURES)

COST EFFECTIVENESS (21 MEASURES)

103332	Systems cost to perform the process "perform capital project accounting" per $100,000 revenue	[Systems cost to perform the process "perform capital project accounting"] / ([Total business entity revenue] * 0.000010) 10738 / (10029 * 0.000010)
103518	Total cost of repair and maintenance per $1,000 gross value of fixed assets	[Cost to repair and maintain fixed assets] / ([Gross value of fixed assets] * 0.0010) 10794 / (10791 * 0.0010)
103535	Total cost of the depreciation expense per $1,000 revenue	[Depreciation expense for fixed assets] / ([Total business entity revenue] * 0.0010) 10789 / (10029 * 0.0010)
103801	Total cost of the process "perform capital planning and project approval" per $1,000 revenue	[Total cost to perform the process "perform capital planning and project approval"] / ([Total business entity revenue] * 0.0010) 10693 / (10029 * 0.0010)
103818	Total cost of the process "perform capital project accounting" per approved capital project	[Total cost to perform the process "perform capital project accounting"] / [Number of capital projects approved in the past 12 months] 10742 / 10708
103546	Total cost to perform the fixed assets cycle as percentage of revenue	(([Total cost to perform the process "perform capital planning and project approval"] + [Total cost to perform the process "perform capital project accounting"] + [Total cost to perform the process "perform fixed asset accounting"]) / [Total business entity revenue]) * 100.0 ((10693 + 10742 + 10763) / 10029) * 100.0
103547	Total cost to perform the fixed assets cycle per $1 billion revenue	([Total cost to perform the process "perform capital planning and project approval"] + [Total cost to perform the process "perform capital project accounting"] + [Total cost to perform the process "perform fixed asset accounting"]) / ([Total business entity revenue] * 0.000000001) (10693 + 10742 + 10763) / (10029 * 0.000000001)
100456	Total cost to perform the fixed assets cycle per $1,000 revenue	([Total cost to perform the process "perform capital planning and project approval"] + [Total cost to perform the process "perform capital project accounting"] + [Total cost to perform the process "perform fixed asset accounting"]) / ([Total business entity revenue] * 0.0010) (10693 + 10742 + 10763) / (10029 * 0.0010)

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FINANCIAL MANAGEMENT (FM)

FIXED ASSET ACCOUNTING (33 MEASURES)

COST EFFECTIVENESS (21 MEASURES)

104468	Total cost to perform the fixed assets cycle per cycle FTE	([Total cost to perform the process "perform capital planning and project approval"]+[Total cost to perform the process "perform capital project accounting"]+[Total cost to perform the process "perform fixed asset accounting"])/([Number of FTEs who perform the process "perform capital planning and project approval"]+[Number of FTEs who perform the process "perform capital project accounting"]+[Number of FTEs who perform the process "perform fixed asset accounting"]) (10693+10742+10763)/(10687+10736+10757)	
103549	Total cost to perform the fixed assets cycle per fixed assets cycle FTE	([Total cost to perform the process "perform capital planning and project approval"] + [Total cost to perform the process "perform capital project accounting"] + [Total cost to perform the process "perform fixed asset accounting"]) / ([Number of FTEs who perform the process "perform capital planning and project approval"] + [Number of FTEs who perform the process "perform capital project accounting"] + [Number of FTEs who perform the process "perform fixed asset accounting"]) (10693 + 10742 + 10763) / (10687 + 10736 + 10757)	
103817	Total cost to perform the process "perform capital project accounting" per $1,000 revenue	[Total cost to perform the process "perform capital project accounting"] / ([Total business entity revenue] * 0.0010) 10742 / (10029 * 0.0010)	
104470	Total cost to perform the process "perform capital project accounting" per process FTE	([Total cost to perform the process "perform capital project accounting"]/[Number of FTEs who perform the process "perform capital project accounting"]) (10742/10736)	
103810	Total cost to perform the process "perform fixed asset accounting" per fixed asset transaction	[Total cost to perform the process "perform fixed asset accounting"] / [Number of fixed asset transactions] 10763 / 10777	

CYCLE TIME (2 MEASURES)

100586	Cycle time in days to approve a capital project	[Cycle time in days to approve a capital project] 10723	

FINANCIAL MANAGEMENT (FM)

FIXED ASSET ACCOUNTING (33 MEASURES)

CYCLE TIME (2 MEASURES)

| 100592 | Cycle time in days to close a capital project | [Cycle time in days to close a capital project]

10752 | |

PROCESS EFFICIENCY (6 MEASURES)

100008	Actual capital expenditure as a percentage of budgeted capital expenditures for one year prior	([Actual capital spending one year prior] / [Capital expenditure budget one year prior]) * 100.0 (10706 / 10703) * 100.0	
100009	Actual capital expenditure as a percentage of budgeted capital expenditures for the most recent year	([Actual capital spending for most recent year] / [Capital expenditure budget for most recent year]) * 100.0 (10705 / 10702) * 100.0	
100010	Actual capital expenditure as a percentage of budgeted capital expenditures for two years prior	([Actual capital spending two years prior] / [Capital expenditure budget two years prior]) * 100.0 (10707 / 10704) * 100.0	
100896	Number of capital projects not budgeted as a percentage of approved projects	([Approved and non-budgeted capital projects] / [Number of capital projects approved in the past 12 months]) * 100.0 (10718 / 10708) * 100.0	
101902	Percentage of capital projects budgeted and approved in the capital expenditure plan	(([Number of capital projects approved in the past 12 months] - [Approved and non-budgeted capital projects]) / [Number of capital projects approved in the past 12 months]) * 100.0 ((10708 - 10718) / 10708) * 100.0	
101903	Percentage of capital projects completed on time	[Percentage of capital projects completed on time] 10751	

STAFF PRODUCTIVITY (2 MEASURES)

| 100964 | Number of fixed assets managed per "perform fixed asset accounting" FTE | [Number of fixed assets managed] / [Number of FTEs who perform the process "perform fixed asset accounting"]

10790 / 10757 | |
| 101329 | Number of journal entry line items for fixed asset transactions per fixed asset accounting FTE | [Number of journal entry line items processed to record fixed asset transactions] / [Number of FTEs who perform the process "perform fixed asset accounting"]

10784 / 10757 | |

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FINANCIAL MANAGEMENT (FM)
FIXED ASSET ACCOUNTING (33 MEASURES)

SUPPLEMENTAL INFORMATION (2 MEASURES)

100733	Fixed asset transactions resulting from physical inventories as a percentage of total fixed asset transactions	([Number of fixed asset transactions from physical inventories] / [Number of fixed asset transactions]) * 100.0 (10798 / 10777) * 100.0	
100868	Net value of fixed assets as a percentage of gross value of fixed assets	([Net book value of fixed assets] / [Gross value of fixed assets]) * 100.0 (10792 / 10791) * 100.0	

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FINANCIAL MANAGEMENT (FM)
GENERAL ACCOUNTING AND REPORTING (38 MEASURES)
COST EFFECTIVENESS (22 MEASURES)

103059	Personnel cost to perform the process "perform general accounting" per process FTE	[Personnel cost to perform the process "perform general accounting"] / [Number of FTEs who perform the process "perform general accounting"] 10828 / 10827	✔
103973	Total cost to perform the process "manage financial policies and procedures" per $1,000 revenue	[Total cost to perform the process "manage policies and procedures"] / ([Total business entity revenue] * 0.001) 10813 / (10029 * 0.001)	✔
103984	Total cost to perform the process "perform financial reporting" per $1,000 revenue	[Total cost to perform the process "perform financial reporting"] / ([Total business entity revenue] * 0.001) 10914 / (10029 * 0.001)	✔
103976	Total cost to perform the process "perform general accounting" per $1,000 revenue	[Total cost to perform the process "perform general accounting"] / ([Total business entity revenue] * 0.001) 10833 / (10029 * 0.001)	✔
103980	Total cost to perform the process "perform general accounting" per journal entry line item	[Total cost to perform the process "perform general accounting"] / [Number of journal entry line items processed] 10833 / 10847	✔
103551	Total cost to perform the process group "perform general accounting and reporting" (excluding fixed assets) as a percentage of revenue	((([Total cost to perform the process "manage policies and procedures"] + [Total cost to perform the process "perform general accounting"] + [Total cost to perform the process "perform financial reporting"]) / [Total business entity revenue]) * 100 ((10813 + 10833 + 10914) / 10029) * 100	✔
103550	Total cost to perform the process group "perform general accounting and reporting" (excluding fixed assets) per $1,000 revenue	([Total cost to perform the process "manage policies and procedures"] + [Total cost to perform the process "perform general accounting"] + [Total cost to perform the process "perform financial reporting"]) / ([Total business entity revenue] * 0.001) (10813 + 10833 + 10914) / (10029 * 0.001)	✔
101593	Outsourced cost to perform the process "manage policies and procedures" per $1,000 revenue	[Outsourced cost to perform the process "manage policies and procedures"] / ([Total business entity revenue] *.0010) 10812 / (10029 *.0010)	

FINANCIAL MANAGEMENT (FM)
GENERAL ACCOUNTING AND REPORTING (38 MEASURES)
COST EFFECTIVENESS (22 MEASURES)

101599	Outsourced cost to perform the process "perform financial reporting" per $1,000 revenue	[Outsourced cost to perform the process "perform financial reporting"] / ([Total business entity revenue] *.0010) 10913 / (10029 *.0010)	
101596	Outsourced cost to perform the process "perform general accounting" per $1,000 revenue	[Outsourced cost to perform the process "perform general accounting"] / ([Total business entity revenue] *.0010) 10832 / (10029 *.0010)	
103055	Personnel cost to perform the process "manage financial policies and procedures" per $1,000 revenue	[Personnel cost to perform the process "manage policies and procedures"] / ([Total business entity revenue] * 0.001) 10808 / (10029 * 0.001)	
102993	Personnel cost to perform the process "perform capital project accounting" per $1,000 revenue	[Personnel cost to perform the process "perform capital project accounting"] / ([Total business entity revenue] * 0.001) 10737 / (10029 * 0.001)	
103061	Personnel cost to perform the process "perform financial reporting" per $1,000 revenue	[Personnel cost to perform the process "perform financial reporting"] / ([Total business entity revenue] * 0.001) 10909 / (10029 * 0.001)	
102986	Personnel cost to perform the process "perform fixed asset accounting" per $1,000 revenue	[Personnel cost to perform the process "perform fixed asset accounting"] / ([Total business entity revenue] * 0.001) 10758 / (10029 * 0.001)	
103056	Personnel cost to perform the process "perform general accounting" per $1,000 revenue	[Personnel cost to perform the process "perform general accounting"] / ([Total business entity revenue] * 0.001) 10828 / (10029 * 0.001)	
103383	Systems cost to perform the process "perform financial reporting" per $100,000 revenue	[Systems cost to perform the process "perform financial reporting"] / ([Total business entity revenue] * 0.00001) 10910 / (10029 * 0.00001)	
103381	Systems cost to perform the process "perform general accounting" per $100,000 revenue	[Systems cost to perform the process "perform general accounting"] / ([Total business entity revenue] * 0.00001) 10829 / (10029 * 0.00001)	

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FINANCIAL MANAGEMENT (FM)
GENERAL ACCOUNTING AND REPORTING (38 MEASURES)

COST EFFECTIVENESS (22 MEASURES)

103380	Systems cost to perform the process manage "financial policies and procedures" per $100,000 revenue	[Systems cost to perform the process "manage policies and procedures"] / ([Total business entity revenue] * 0.00001) 10809 / (10029 * 0.00001)
104469	Total cost to perform the process "perform financial reporting" per process FTE	([Total cost to perform the process "perform financial reporting"]/[Number of FTEs who perform the process "perform financial reporting"]) (10914/10908)
103554	Total cost to perform the process group "general accounting and reporting" (excluding fixed assets) per process group FTE	([Total cost to perform the process "manage policies and procedures"] + [Total cost to perform the process "perform general accounting"] + [Total cost to perform the process "perform financial reporting"]) / ([Number of FTEs who perform the process "manage policies and procedures"] + [Number of FTEs who perform the process "perform general accounting"] + [Number of FTEs who perform the process "perform financial reporting"]) (10813 + 10833 + 10914) / (10807 + 10827 + 10908)
103552	Total cost to perform the process group "perform general accounting and reporting" (excluding fixed assets) per $1 billion revenue	([Total cost to perform the process "manage policies and procedures"] + [Total cost to perform the process "perform general accounting"] + [Total cost to perform the process "perform financial reporting"]) / ([Total business entity revenue] * .000000001) (10813 + 10833 + 10914) / (10029 * .000000001)
103983	Total cost to perform the process perform general accounting per process FTE	[Total cost to perform the process "perform general accounting"]/ [Number of FTEs who perform the process "perform general accounting"] 10833/ 10827

CYCLE TIME (7 MEASURES)

100597	Cycle time in calendar days from producing monthly flash reports and completing the monthly consolidated financial statements	[Cycle time in calendar days from producing monthly flash reports and completing the monthly consolidated financial statements] 10891	✔
100594	Cycle time in days from producing annual flash reports to completing consolidated annual financial statements	[Cycle time in calendar days from producing flash reports and completing the consolidated financial statements] 10892	✔

FINANCIAL MANAGEMENT (FM)
GENERAL ACCOUNTING AND REPORTING (38 MEASURES)

CYCLE TIME (7 MEASURES)

100613	Cycle time in days to perform annual close at the site level	[Cycle time in calendar days between running trial balance to completing the consolidated financial statements] 10890	✔
100552	Cycle time in days between completion of annual consolidated financial statements and the release of earnings	[Cycle time in days between completion of consolidated financial statements and the release of earnings] 10925	
100555	Cycle time in days between completion of quarterly consolidated financial statements and the release of earnings	[Cycle time in days between completion of quarterly consolidated financial statements and the release of earnings] 10924	
100591	Cycle time in days to capitalize a fixed asset purchase	[Cycle time in calendar days to capitalize a fixed asset purchase] 10793	
100625	Cycle time in days to produce period-end management reports	[Cycle time in calendar days from running the initial trial balance to completing the period-end management report] 10893	

PROCESS EFFICIENCY (4 MEASURES)

101091	Number of FTEs for the process "perform fixed asset accounting" per $1 billion revenue	[Number of FTEs who perform the process "perform fixed asset accounting"] / ([Total business entity revenue] * 0.000000001) 10757 / (10029 * 0.000000001)	✔
100981	Number of FTEs for the process group "perform general accounting and reporting" (excluding fixed assets) per $1 billion revenue	([Number of FTEs who perform the process "manage policies and procedures"] + [Number of FTEs who perform the process "perform general accounting"] + [Number of FTEs who perform the process "perform financial reporting"]) / ([Total business entity revenue] * 0.000000001) (10807 + 10827 + 10908) / (10029 * 0.000000001)	✔
100848	Manual journal entry percentage	[Percentage of journal entry line items from a manual recurring source] + [Percentage of journal entry line items from a manual non-recurring source] 18487 + 18488	

FINANCIAL MANAGEMENT (FM)
GENERAL ACCOUNTING AND REPORTING (38 MEASURES)

PROCESS EFFICIENCY (4 MEASURES)

101088	Number of FTEs for the process "perform capital project accounting" per $1 billion revenue	[Number of FTEs who perform the process "perform capital project accounting"] / ([Total business entity revenue] * 0.000000001) 10736 / (10029 * 0.000000001)	

STAFF PRODUCTIVITY (3 MEASURES)

100875	Number of accounts per "perform general accounting" FTE	[Number of accounts in the chart of accounts] / [Number of FTEs who perform the process "perform general accounting"] 10845 / 10827	✔
101330	Number of journal entry line items per perform general accounting FTE	[Number of journal entry line items processed] / [Number of FTEs who perform the process "perform general accounting"] 10847 / 10827	✔
100965	Number of fixed assets transactions per "perform fixed asset accounting" FTE	[Number of fixed asset transactions] / [Number of FTEs who perform the process "perform fixed asset accounting"] 10777 / 10757	

SUPPLEMENTAL INFORMATION (2 MEASURES)

100874	Number of accounts in the chart of accounts	[Number of accounts in the chart of accounts] 10845	
101827	Percentage of accounts that are standard with the business units reporting to your site	([Number of standard accounts in chart of accounts] / [Number of accounts in the chart of accounts]) * 100.0 (10846 / 10845) * 100.0	

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FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)
COST EFFECTIVENESS (19 MEASURES)

103673	Total cost to perform the process "establish internal controls, policies, and procedures" per $1,000 revenue	[Total cost to perform the process "establish internal controls, policies, and procedures"] / ([Total business entity revenue] * 0.0010) 12418 / (10029 * 0.0010)	✔
103766	Total cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures" per $1,000 revenue	[Total cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] / ([Total business entity revenue] * 0.0010) 12491 / (10029 * 0.0010)	✔
103879	Total cost to perform the process "report on internal controls compliance" per $1,000 revenue	[Total cost to perform the process "report on internal controls compliance"] / ([Total business entity revenue] * 0.0010) 12512 / (10029 * 0.0010)	✔
104016	Total cost to perform the process group "manage internal controls" per $1,000 revenue	([Total cost to perform the process "establish internal controls, policies, and procedures"] + [Total cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Total cost to perform the process "report on internal controls compliance"]) / ([Total business entity revenue] * 0.0010) (12418 + 12491 + 12512) / (10029 * 0.0010)	✔
101554	Outsourced cost to perform the process "establish internal controls, policies, and procedures" per $1,000 revenue	[Outsourced cost to perform the process "establish internal controls, policies, and procedures"] / ([Total business entity revenue] *.0010) 12417 / (10029 *.0010)	
101568	Outsourced cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures" per $1,000 revenue	[Outsourced cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] / ([Total business entity revenue] *.0010) 12490 / (10029 *.0010)	
101584	Outsourced cost to perform the process "report on internal controls compliance" per $1,000 revenue	[Outsourced cost to perform the process "report on internal controls compliance"] / ([Total business entity revenue] *.0010) 12511 / (10029 *.0010)	
102918	Personnel cost to perform the process "establish internal controls, policies, and procedures" per $1,000 revenue	[Personnel cost to perform the process "establish internal controls, policies, and procedures"] / ([Total business entity revenue] * 0.0010) 12413 / (10029 * 0.0010)	

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FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)
COST EFFECTIVENESS (19 MEASURES)

102969	Personnel cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures" per $1,000 revenue	[Personnel cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] / ([Total business entity revenue] * 0.0010) 12486 / (10029 * 0.0010)
103016	Personnel cost to perform the process "report on internal controls compliance" per $1,000 revenue	[Personnel cost to perform the process "report on internal controls compliance"] / ([Total business entity revenue] * 0.0010) 12507 / (10029 * 0.0010)
103051	Personnel cost to perform the process group "manage internal controls" per $1,000 revenue	([Personnel cost to perform the process "establish internal controls, policies, and procedures"] + [Personnel cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Personnel cost to perform the process "report on internal controls compliance"]) / ([Total business entity revenue] * 0.0010) (12413 + 12486 + 12507) / (10029 * 0.0010)
103161	Risk assessment cost as a percentage of total cost to perform the process "establish internal controls, policies, and procedures"	[Percentage of cost to perform the process "establish internal controls, policies, and procedures" allocated to risk assessment] 12426
103280	Systems cost to perform the process "establish internal controls, policies, and procedures" per $100,000 revenue	[Systems cost to perform the process "establish internal controls, policies, and procedures"] / ([Total business entity revenue] * 0.000010) 12414 / (10029 * 0.000010)
103315	Systems cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures" per $100,000 revenue	[Systems cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] / ([Total business entity revenue] * 0.000010) 12487 / (10029 * 0.000010)
103347	Systems cost to perform the process "report on internal controls compliance" per $100,000 revenue	[Systems cost to perform the process "report on internal controls compliance"] / ([Total business entity revenue] * 0.000010) 12508 / (10029 * 0.000010)

FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)
COST EFFECTIVENESS (19 MEASURES)

103378	Systems cost to perform the process group "manage internal controls" per $100,000 revenue	([Systems cost to perform the process "establish internal controls, policies, and procedures"] + [Systems cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Systems cost to perform the process "report on internal controls compliance"]) / ([Total business entity revenue] * 0.000010) (12414 + 12487 + 12508) / (10029 * 0.000010)	
104014	Total cost to perform the process group "manage internal controls" as a percentage of revenue	(([Total cost to perform the process "establish internal controls, policies, and procedures"] + [Total cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Total cost to perform the process "report on internal controls compliance"]) / [Total business entity revenue]) * 100.0 ((12418 + 12491 + 12512) / 10029) * 100.0	
104015	Total cost to perform the process group "manage internal controls" per $1 billion revenue	([Total cost to perform the process "establish internal controls, policies, and procedures"] + [Total cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Total cost to perform the process "report on internal controls compliance"]) / ([Total business entity revenue] * 0.000000001) (12418 + 12491 + 12512) / (10029 * 0.000000001)	
104019	Total cost to perform the process group "manage internal controls" per process FTE	([Total cost to perform the process "establish internal controls, policies, and procedures"] + [Total cost to perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Total cost to perform the process "report on internal controls compliance"]) / ([Number of FTEs who perform the process "establish internal controls, policies, and procedures"] + [Number of FTEs who perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Number of FTEs who perform the process "report on internal controls compliance"]) (12418 + 12491 + 12512) / (12412 + 12485 + 12506)	

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FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)

CYCLE TIME (4 MEASURES)

100140	Cycle time in calendar days (including weekends) from identification of change in risk management policies and procedures are completed and ready for deployment/communication/implementation by the business entity	[Cycle time in calendar days (including weekends) from identification of change in risk until changes to risk management policies and procedures are completed and ready for deployment/communication/implementation by the business entity] 13162	✔
100144	Cycle time in calendar days (including weekends) from the identification of a control violation until the violation is reported/communicated to the control or process owner	[Cycle time in calendar days (including weekends) from the identification of a control violation until the violation is reported/communicated to the control or process owner] 12476	✔
100148	Cycle time in days from reporting of a control violation until investigation is completed and remediation steps/control changes are developed	[Cycle time in days from reporting of a control violation until investigation is completed and remediation steps/control changes are developed] 10065	✔
100608	Cycle time in days to deploy change in enabling technology	[Cycle time in days to deploy change in enabling technology] 12411	

PROCESS EFFICIENCY (9 MEASURES)

101018	Number of FTEs for the process "establish internal controls, policies, and procedures" per $1 billion revenue	[Number of FTEs who perform the process "establish internal controls, policies, and procedures"] / ([Total business entity revenue] * 0.000000001) 12412 / (10029 * 0.000000001)	✔
101070	Number of FTEs for the process "operate controls and monitor compliance with internal controls policies and procedures" per $1 billion revenue	[Number of FTEs who perform the process "operate controls and monitor compliance with internal controls policies and procedures"] / ([Total business entity revenue] * 0.000000001) 12485 / (10029 * 0.000000001)	✔
102392	Percentage of primary controls that are automated	([Number of automated primary controls] / [Number of identified primary controls]) * 100.0 (12375 / 12374) * 100.0	✔
100899	Number of control violations per 1,000 business entity employees	[Number of control violations in last twelve months pertaining to financial reporting/accounting and/or security/access to financial records] / ([Number of business entity employees] * 0.0010) 12371 / (10032 * 0.0010)	

FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)

PROCESS EFFICIENCY (9 MEASURES)

101125	Number of FTEs for the process "report on internal controls compliance" per $1 billion revenue	[Number of FTEs who perform the process "report on internal controls compliance"] / ([Total business entity revenue] * 0.000000001) 12506 / (10029 * 0.000000001)
101163	Number of FTEs for the process group "manage internal controls" per $1 billion revenue	([Number of FTEs who perform the process "establish internal controls, policies, and procedures"] + [Number of FTEs who perform the process "operate controls and monitor compliance with internal controls policies and procedures"] + [Number of FTEs who perform the process "report on internal controls compliance"]) / ([Total business entity revenue] * 0.000000001) (12412 + 12485 + 12506) / (10029 * 0.000000001)
101375	Number of primary controls per 1,000 employees	[Number of identified primary controls] / ([Number of business entity employees] * 0.0010) 12374 / (10032 * 0.0010)
101424	Number of times last year employees used existing communication channels to report suspected improprieties per 1,000 employees	[Number of times employees used existing communication channels to report suspected improprieties in past 12 months] / ([Number of business entity employees] * 0.0010) 12474 / (10032 * 0.0010)
102391	Previously identified control violations as a percentage of total control violations	([Number of previously identified control violations in last twelve months] / [Number of control violations in last twelve months]) * 100.0 (12373 / 12367) * 100.0

SUPPLEMENTAL INFORMATION (20 MEASURES)

100770	Independent internal resources as a percentage of risk assessment cost	[Percentage of conducting risk assessment cost toward independent internal resources] 12428
101459	Other as a percentage of risk assessment cost	[Percentage of the total cost of conducting risk assessments that is for costs other than self assessments, independent internal resources, and outside consultants] 12430
101533	Outside consultants as a percentage of risk assessment cost	[Percentage of conducting risk assessment cost toward outside consultants] 12429

FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)
SUPPLEMENTAL INFORMATION (20 MEASURES)

102112	Percentage of independent members on the audit committee	([Number of audit committee independent members] / ([Number of audit committee officers/employees] + [Number of other non-independent members on the audit committee] + [Number of audit committee independent members])) * 100.0 (12383 / (12381 + 13166 + 12383)) * 100.0	
102113	Percentage of independent members on the compensation committee	([Number of compensation committee independent members] / ([Number of compensation committee officers/employees] + [Number of other non-independent members on the compensation committee] + [Number of compensation committee independent members])) * 100.0 (12386 / (12384 + 13167 + 12386)) * 100.0	
102114	Percentage of independent members on the governance committee	([Number of governance committee independent members] / ([Number of governance committee officers/employees] + [Number of other non-independent members on the governance committee] + [Number of governance committee independent members])) * 100.0 (12389 / (12387 + 13168 + 12389)) * 100.0	
102115	Percentage of independent, outside directors on the board	([Number of independent or outside directors on the board] / [Number of directors on the board]) * 100.0 (12379 / 12378) * 100.0	
100005	Percentage of members other than independent members and officers/employees on the audit committee (deprecated)	([Number of audit committee members] / ([Number of audit committee officers/employees] + [Number of audit committee members] + [Number of audit committee independent members])) * 100.0 (12382 / (12381 + 12382 + 12383)) * 100.0	
102312	Percentage of officers/employees on the audit committee	([Number of audit committee officers/employees] / ([Number of audit committee officers/employees] + [Number of other non-independent members on the audit committee] + [Number of audit committee independent members])) * 100.0 (12381 / (12381 + 13166 + 12383)) * 100.0	

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FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)
SUPPLEMENTAL INFORMATION (20 MEASURES)

102313	Percentage of officers/employees on the compensation committee	([Number of compensation committee officers/employees] / ([Number of compensation committee officers/employees] + [Number of other non-independent members on the compensation committee] + [Number of compensation committee independent members])) * 100.0 (12384 / (12384 + 13167 + 12386)) * 100.0	
102314	Percentage of officers/employees on the governance committee	([Number of governance committee officers/employees] / ([Number of governance committee officers/employees] + [Number of other non-independent members on the governance committee] + [Number of governance committee independent members])) * 100.0 (12387 / (12387 + 13168 + 12389)) * 100.0	
102372	Percentage of other non-independent members on the audit committee	([Number of other non-independent members on the audit committee] / ([Number of audit committee officers/employees] + [Number of other non-independent members on the audit committee] + [Number of audit committee independent members])) * 100.0 (13166 / (12381 + 13166 + 12383)) * 100.0	
102373	Percentage of other non-independent members on the compensation committee	([Number of other non-independent members on the compensation committee] / ([Number of compensation committee officers/employees] + [Number of other non-independent members on the compensation committee] + [Number of compensation committee independent members])) * 100.0 (13167 / (12384 + 13167 + 12386)) * 100.0	
102374	Percentage of other non-independent members on the governance committee	([Number of other non-independent members on the governance committee] / ([Number of governance committee officers/employees] + [Number of other non-independent members on the governance committee] + [Number of governance committee independent members])) * 100.0 (13168 / (12387 + 13168 + 12389)) * 100.0	

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FINANCIAL MANAGEMENT (FM)
INTERNAL CONTROLS (52 MEASURES)
SUPPLEMENTAL INFORMATION (20 MEASURES)

100006	Percentage of other than independent members and officers/employees members on the compensation committee (deprecated)	([Number of compensation committee members] / ([Number of compensation committee officers/employees] + [Number of compensation committee members] + [Number of compensation committee independent members])) * 100.0 (12385 / (12384 + 12385 + 12386)) * 100.0	
100007	Percentage of other than independent members and officers/employees members on the governance committee (deprecated)	([Number of governance committee members] / ([Number of governance committee officers/employees] + [Number of governance committee members] + [Number of governance committee independent members])) * 100.0 (12388 / (12387 + 12388 + 12389)) * 100.0	
102398	Percentage of primary controls that are detective in nature	([Number of detective primary controls] / [Number of identified primary controls]) * 100.0 (12377 / 12374) * 100.0	
102401	Percentage of primary controls that are preventive in nature	([Number of preventative primary controls] / [Number of identified primary controls]) * 100.0 (12376 / 12374) * 100.0	
101912	Percentage of total control violations that are new	([Number of new control violations in last twelve months] / [Number of control violations in last twelve months pertaining to financial reporting/accounting and/or security/access to financial records]) * 100.0 (12372 / 12371) * 100.0	
103173	Self assessments as a percentage of risk assessment cost	[Percentage of conducting risk assessment cost toward self assessments] 12427	

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)
COST EFFECTIVENESS (29 MEASURES)

102848	Personnel cost to perform the process group "process payroll" per $1,000 revenue	([Personnel cost to perform the process "report time"]+[Personnel cost to perform the process "manage pay"]+[Personnel cost to perform the process "process payroll taxes"])/([Total business entity revenue] * .001) (10964+11355+11404)/(10029 * .001)	✔
103736	Total cost to perform the process "manage pay" per $1,000 revenue	[Total cost to perform the process "manage pay"] / ([Total business entity revenue] * 0.001) 11360 / (10029 * 0.001)	✔
103739	Total cost to perform the process "manage pay" per employee paid	[Total cost to perform the process "manage pay"] / [Total number of employees paid] 11360 / 11380	✔
103741	Total cost to perform the process "manage pay" per payroll disbursement	[Total cost to perform the process "manage pay"] / [Number of payroll disbursements] 11360 / 11375	✔
103883	Total cost to perform the process "process payroll taxes" per $1,000 revenue	[Total cost to perform the process "process payroll taxes"] / ([Total business entity revenue] * 0.001) 11409 / (10029 * 0.001)	✔
103885	Total cost to perform the process "process payroll taxes" per employee paid	[Total cost to perform the process "process payroll taxes"] / [Total number of employees paid] 11409 / 11380	✔
103887	Total cost to perform the process "report time" per $1,000 revenue	[Total cost to perform the process "report time"] / ([Total business entity revenue] * 0.001) 10969 / (10029 * 0.001)	✔
103890	Total cost to perform the process "report time" per employee paid	[Total cost to perform the process "report time"] / [Total number of employees paid] 10969 / 11380	✔
103892	Total cost to perform the process "report time" per time record processed	[Total cost to perform the process "report time"] / [Number of time records processed] 10969 / 10977	✔
100464	Total cost to perform the process group "process payroll" as a percentage of revenue	(([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / [Total business entity revenue]) * 100 ((10969 + 11360 + 11409) / 10029) * 100	✔

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)
COST EFFECTIVENESS (29 MEASURES)

103945	Total cost to perform the process group "process payroll" per $1,000 revenue	([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / ([Total business entity revenue] * 0.001) (10969 + 11360 + 11409) / (10029 * 0.001)	✔
103948	Total cost to perform the process group "process payroll" per disbursement	([Total cost to perform the process "report time"]+[Total cost to perform the process "manage pay"]+[Total cost to perform the process "process payroll taxes"])/[Number of payroll disbursements] (10969+11360+11409)/11375	✔
103950	Total cost to perform the process group "process payroll" per employee paid	([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / [Total number of employees paid] (10969 + 11360 + 11409) / 11380	✔
103951	Total cost to perform the process group "process payroll" per manual check/payment	([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / [Number of payroll disbursements that are manual checks] (10969 + 11360 + 11409) / 11391	✔
103952	Total cost to perform the process group "process payroll" per payroll FTE	([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / ([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) (10969 + 11360 + 11409) / (12689 + 12690 + 12691)	✔
101602	Outsourced cost to perform the process "manage pay" per $1,000 revenue	[Outsourced cost to perform the process "manage pay"] / ([Total business entity revenue] *.0010) 11359 / (10029 *.0010)	
101605	Outsourced cost to perform the process "process payroll taxes" per $1,000 revenue	[Outsourced cost to perform the process "process payroll taxes"] / ([Total business entity revenue] *.0010) 11408 / (10029 *.0010)	

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)
COST EFFECTIVENESS (29 MEASURES)

101604	Outsourced cost to perform the process "report time" per $1,000 revenue	[Outsourced cost to perform the process "report time"] / ([Total business entity revenue] *.0010) 10968 / (10029 *.0010)	
102956	Personnel cost to perform the process "manage pay" per $1,000 revenue	[Personnel cost to perform the process "manage pay"] / ([Total business entity revenue] *.0010) 11355 / (10029 *.0010)	
102957	Personnel cost to perform the process "manage pay" per employee paid	([Percentage of internal costs of the process "manage pay" allocated to personnel costs] * [Percentage of total cost of the process "manage pay" allocated to internal costs] * 0.0001 * [Total cost to perform the process "manage pay"]) / [Total number of employees paid] (18947 * 18946 * 0.0001 * 11360) / 11380	
103019	Personnel cost to perform the process "process payroll taxes" per $1,000 revenue	[Personnel cost to perform the process "process payroll taxes"] / ([Total business entity revenue] *.0010) 11404 / (10029 *.0010)	
103020	Personnel cost to perform the process "process payroll taxes" per employee paid	([Percentage of internal costs of the process "report payroll taxes" allocated to personnel costs] * [Percentage of total cost of the process "report payroll taxes" allocated to internal costs] * 0.0001 * [Total cost to perform the process "process payroll taxes"]) / [Total number of employees paid] (18952 * 18951 * 0.0001 * 11409) / 11380	
103022	Personnel cost to perform the process "report time" per $1,000 revenue	[Personnel cost to perform the process "report time"] / ([Total business entity revenue] *.0010) 10964 / (10029 *.0010)	
103023	Personnel cost to perform the process "report time" per employee paid	([Percentage of internal costs of the process "report time" allocated to personnel costs] * [Percentage of total cost of the process "report time" allocated to internal costs] * 0.0001 * [Total cost to perform the process "report time"]) / [Total number of employees paid] (18942 * 18941 * 0.0001 * 10969) / 11380	

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FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)

COST EFFECTIVENESS (29 MEASURES)

103304	Systems cost to perform the process "manage pay" per employee paid	([Percentage of internal costs of the process "manage pay" allocated to systesms costs] * [Percentage of total cost of the process "manage pay" allocated to internal costs] * 0.0001 * [Total cost to perform the process "manage pay"]) / [Total number of employees paid] (18948 * 18946 * 0.0001 * 11360) / 11380	
103349	Systems cost to perform the process "process payroll taxes" per employee paid	[Systems cost to perform the process "process payroll taxes"] / [Total number of employees paid] 11405 / 11376	
103351	Systems cost to perform the process "report time" per employee paid	([Percentage of internal costs of the process "report time" allocated to systesms costs] * [Percentage of total cost of the process "report time" allocated to internal costs] * 0.0001 * [Total cost to perform the process "report time"]) / [Total number of employees paid] (18943 * 18941 * 0.0001 * 10969) / 11380	
102720	Total cost the process group "process payroll" as a percentage of cost of continuing operations	((([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / [Total costs of continuing operations]) * 100 ((10969 + 11360 + 11409) / 10031) * 100	
103953	Total cost to perform the process group "process payroll" per payroll inquiry	([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"]) / [Number of payroll inquiries received] (10969 + 11360 + 11409) / 11397	

CYCLE TIME (9 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] 11372	✔
100529	Cycle time in business days between the time period cut-off for employees and the payroll transmit date	[Cycle time in business days between the time period cut-off for employees and the payroll transmit date] 10994	

FINANCIAL MANAGEMENT (FM)

PAYROLL (67 MEASURES)

CYCLE TIME (9 MEASURES)

100532	Cycle time in business days from HR/benefits system cut-off until payroll system cut-off date	[Cycle time in business days from HR/benefits system cut-off until payroll system cut-off date] 11373	
100534	Cycle time in business days from notification of required garnishment to the time the garnishment is processed in the payroll system and scheduled for withholding	[Cycle time in business days from notification of required garnishment to the time the garnishment is processed in the payroll system and scheduled for withholding] 11396	
100536	Cycle time in business days from the payroll system cut-off date until payroll transmit date	[Cycle time in business days from the payroll system cut-off date until payroll transmit date] 11374	
100540	Cycle time in business days to process time record data and enter into payroll system	[Cycle time in business days from receiving the time record from the employee and entering the data into the payroll system] 10993	
100543	Cycle time in business days to reflect a new employee in the payroll system	[Cycle time in business days from the effective date of hire for a new employee until they are included in the payroll system] 11399	
100546	Cycle time in business days to remove a terminated employee from the payroll system	[Cycle time in business days from the effective date that an employee is terminated until they are removed from the payroll system] 11400	
100549	Cycle time in business days to resolve a payroll error	[Cycle time in business days from when an error is identified/reported to when it is fully resolved and reflected in the accounting records] 11398	

PROCESS EFFICIENCY (18 MEASURES)

101061	Number of FTEs for the process "manage pay" per 1,000 employees paid	[Number of FTEs who perform the process "manage pay"] / ([Total number of employees paid] * 0.001) 10953 / (11376 * 0.001)	✔

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)
PROCESS EFFICIENCY (18 MEASURES)

101106	Number of FTEs for the process group "process payroll" per $1 billion revenue	([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) / ([Total business entity revenue] * 0.000000001) (10952 + 10953 + 10954) / (10029 * 0.000000001)	✔
101958	Percentage of employees receiving payroll disbursements via direct deposit	[Percentage of employees receiving payroll disbursements via direct deposit] 11381	✔
101057	Number of FTEs for the process "manage pay" per $1 billion revenue	[Number of FTEs who perform the process "manage pay"] / ([Total business entity revenue] * 0.000000001) 10953 / (10029 * 0.000000001)	
101120	Number of FTEs for the process "process payroll taxes" per $1 billion revenue	[Number of FTEs who perform the process "process payroll taxes"] / ([Total business entity revenue] * 0.000000001) 10954 / (10029 * 0.000000001)	
101128	Number of FTEs for the process "process payroll taxes" per 1,000 employees paid	[Number of FTEs who perform the process "process payroll taxes"] / ([Total number of employees paid] * 0.001) 10954 / (11376 * 0.001)	
101130	Number of FTEs for the process "report time" per $1 billion revenue	[Number of FTEs who perform the process "report time"] / ([Total business entity revenue] * 0.000000001) 12689 / (10029 * 0.000000001)	
101134	Number of FTEs for the process "report time" per 1,000 employees paid	[Number of FTEs who perform the process "report time"] / ([Total number of employees paid] * 0.001) 10952 / (11376 * 0.001)	
101184	Number of FTEs for the process group "process payroll" per 1,000 employees paid	([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) / ([Total number of employees paid] * 0.001) (10952 + 10953 + 10954) / (11376 * 0.001)	

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)
PROCESS EFFICIENCY (18 MEASURES)

101373	Number of payroll-related inquiries as a percentage of payroll disbursements	([Number of payroll inquiries received] / [Number of payroll disbursements]) * 100 (11397 / 11375) * 100	
101429	Number of voided checks/payments as a percentage of payroll disbursements	([Number of checks/payments voided during the year] / [Number of payroll disbursements]) * 100 (11394 / 11375) * 100	
101739	Payment errors as a percentage of total payroll disbursements	([Number of payroll disbursements that have errors identified after distribution] / [Number of payroll disbursements]) * 100 (11393 / 11375) * 100	
102380	Percentage of payroll disbursements that are manual checks/payments	([Number of payroll disbursements that are manual checks] / [Number of payroll disbursements]) * 100 (11391 / 11375) * 100	
102383	Percentage of payroll disbursements that include retroactive pay adjustments	([Number of payroll disbursements for retroactive pay adjustments or included retroactive pay adjustments] / [Number of payroll disbursements]) * 100 (11392 / 11375) * 100	
104488	Percentage of time records that are entered manually into the payroll system	[Percentage of time records entered manually] 18935	
102696	Percentage of time records that are processed first time error free	([Number of total time records processed error-free the first time] / [Number of time records processed]) * 100 (10979 / 10977) * 100	
102698	Percentage of time records that are returned to the employee/field for validation and/or correction	([Number of total time records returned to field/employee for validation and/or correction] / [Number of time records processed]) * 100 (10978 / 10977) * 100	
104487	Percentage of time records that are submitted electronically	[Percentage of time records submitted electronically] 18934	

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)

STAFF PRODUCTIVITY (5 MEASURES)

ID	Measure	Formula	
100920	Number of employees paid per "process payroll" FTE	[Total number of employees paid] / ([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) 11376 / (10952 + 10953 + 10954)	✔
101370	Number of payroll disbursements processed per "manage pay" FTE	[Number of payroll disbursements] / [Number of FTEs who perform the process "manage pay"] 11375 / 10953	✔
101422	Number of time records processed per "report time" FTE	[Number of time records processed] / [Number of FTEs who perform the process "report time"] 10977 / 10952	✔
101334	Number of manual checks/payments per "process payroll" FTE	[Number of payroll disbursements that are manual checks] / ([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) 11391 / (10952 + 10953 + 10954)	
101372	Number of payroll inquiries per "process payroll" FTE	[Number of payroll inquiries received] / ([Number of FTEs who perform the process "report time"] + [Number of FTEs who perform the process "manage pay"] + [Number of FTEs who perform the process "process payroll taxes"]) 11397 / (12689 + 12690 + 12691)	

SUPPLEMENTAL INFORMATION (6 MEASURES)

ID	Measure	Formula	
100390	Business days the HR/Benefits system is open for employee data changes, new hires and termination during payroll period	[Number of business days HR/Benefit system is open for employee data changes, new hires, and terminations during payroll period] 11371	
102385	Percentage of total payroll FTEs performing the "manage pay" process	([Number of FTEs who perform the process "manage pay"] / ([Number of FTEs who perform the process "report time"]+[Number of FTEs who perform the process "manage pay"]+[Number of FTEs who perform the process "process payroll taxes"])) * 100 (12690 / (12689+12690+12691)) * 100	

FINANCIAL MANAGEMENT (FM)
PAYROLL (67 MEASURES)

SUPPLEMENTAL INFORMATION (6 MEASURES)

102387	Percentage of total payroll FTEs performing the "process payroll taxes" process	([Number of FTEs who perform the process "process payroll taxes"] / ([Number of FTEs who perform the process "report time"]+[Number of FTEs who perform the process "manage pay"]+[Number of FTEs who perform the process "process payroll taxes"])) * 100 (10954 / (10952+10953+10954)) * 100	
102389	Percentage of total payroll FTEs performing the "report time" process	([Number of FTEs who perform the process "report time"] /([Number of FTEs who perform the process "report time"]+[Number of FTEs who perform the process "manage pay"]+[Number of FTEs who perform the process "process payroll taxes"])) * 100 (12689 /(12689+12690+12691)) * 100	
103053	Personnel cost of the process group "process payroll" as a percentage of the total cost to perform the process group	((([Personnel cost to perform the process "report time"] + [Personnel cost to perform the process "manage pay"] + [Personnel cost to perform the process "process payroll taxes"]) / ([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"])) * 100 ((10964 + 11355 + 11404) / (10969 + 11360 + 11409)) * 100	
103379	Systems cost to perform the process group "process payroll" as a percentage of the total cost of the process group	((([Systems cost to perform the process "report time"] + [Systems cost to perform the process "manage pay"] + [Systems cost to perform the process "process payroll taxes"]) / ([Total cost to perform the process "report time"] + [Total cost to perform the process "manage pay"] + [Total cost to perform the process "process payroll taxes"])) * 100 ((10965 + 11356 + 11405) / (10969 + 11360 + 11409)) * 100	

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FINANCIAL MANAGEMENT (FM)
PLANNING AND MANAGEMENT ACCOUNTING (33 MEASURES)

COST EFFECTIVENESS (20 MEASURES)

102921	Personnel cost to perform the process "evaluate and manage financial performance" per process FTE	([Percentage of internal costs of the process "evaluate and manage financial performance" allocated to personnel costs] * [Percentage of total cost of the process "evaluate and manage financial performance" allocated to internal costs] * 0.0001 * [Total cost to perform the process "evaluate and manage financial performance"]) / [Number of FTEs who perform the process "evaluate and manage financial performance"] (18930 * 18929 * 0.0001 * 12317) / 12676	✔
102988	Personnel cost to perform the process "perform planning/budgeting/forecasting" per process FTE	[Personnel cost to perform the process "perform planning/budgeting/forecasting"] / [Number of FTEs who perform the process "perform planning/budgeting/forecasting"] 12108 / 12107	✔
103065	Personnel cost to perform the processes "perform cost accounting and control" and "perform cost management" per process FTE	([Percentage of internal costs of the process "perform cost accounting and control" and "perform cost management" allocated to personnel costs] * [Percentage of total cost of the process "perform cost accounting and control" and "perform cost management" allocated to internal costs] * 0.0001 * [Total cost to perform the processes "perform cost accounting and control" and "perform cost management"]) / [Number of FTEs who perform the processes "perform cost accounting and control" and "perform cost management"] (18925 * 18924 * 0.0001 * 12162) / 12675	✔
103679	Total cost to perform the process "evaluate and manage financial performance" per $1,000 revenue	[Total cost to perform the process "evaluate and manage financial performance"] / ([Total business entity revenue] * 0.001) 12317 / (10029 * 0.001)	✔
103813	Total cost to perform the process "perform planning/budgeting/forecasting" per $1,000 revenue	[Total cost to perform the process "perform planning/budgeting/forecasting"] / ([Total business entity revenue] * 0.001) 12113 / (10029 * 0.001)	✔
103802	Total cost to perform the processes "perform cost accounting and control" and "perform cost management" per $1,000 revenue	[Total cost to perform the processes "perform cost accounting and control" and "perform cost management"] / ([Total business entity revenue] * 0.001) 12162 / (10029 * 0.001)	✔

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FINANCIAL MANAGEMENT (FM)
PLANNING AND MANAGEMENT ACCOUNTING (33 MEASURES)
COST EFFECTIVENESS (20 MEASURES)

101555	Outsourced cost to perform the process "evaluate and manage financial performance" per $1,000 revenue	[Outsourced cost to perform the process "evaluate and manage financial performance"] / ([Total business entity revenue] *.0010) 12316 / (10029 *.0010)	
101574	Outsourced cost to perform the process "perform planning/budgeting/forecasting" per $1,000 revenue	[Outsourced cost to perform the process "perform planning/budgeting/forecasting"] / ([Total business entity revenue] *.0010) 12112 / (10029 *.0010)	
101606	Outsourced cost to perform the processes "perform cost accounting and control" and "perform cost management" per $1,000 revenue	[Outsourced cost to perform the processes "perform cost accounting and control" and "perform cost management"] / ([Total business entity revenue] *.0010) 12161 / (10029 *.0010)	
102923	Personnel cost to perform the process "evaluate and manage financial performance" per $1,000 revenue	[Personnel cost to perform the process "evaluate and manage financial performance"] / ([Total business entity revenue] * 0.001) 12312 / (10029 * 0.001)	
102990	Personnel cost to perform the process "perform planning/budgeting/forecasting" per $1,000 revenue	([Percentage of internal costs of the process "planning, budgeting, and forecasting" allocated to personnel costs] * [Percentage of total cost of the process "planning, budgeting, and forecasting" allocated to internal costs] * 0.0001 * [Total cost to perform the process "perform planning/budgeting/forecasting"]) / ([Total business entity revenue] * 0.001) (18920 * 18919 * 0.0001 * 12113) / (10029 * 0.001)	
103064	Personnel cost to perform the process" perform capital planning and project approval" per $1,000 revenue	[Personnel cost to perform the process "perform capital planning and project approval"] / ([Total business entity revenue] * 0.001) 10688 / (10029 * 0.001)	
103067	Personnel cost to perform the processes "perform cost accounting and control" and "perform cost management" per $1,000 revenue	[Personnel cost to perform the processes "perform cost accounting and control" and "perform cost management" FTEs] / ([Total business entity revenue] * 0.001) 12157 / (10029 * 0.001)	

FINANCIAL MANAGEMENT (FM)
PLANNING AND MANAGEMENT ACCOUNTING (33 MEASURES)
COST EFFECTIVENESS (20 MEASURES)

103282	Systems cost to perform the process "evaluate and manage financial performance" per $100,000 revenue	([Percentage of internal costs of the process "evaluate and manage financial performance" allocated to systesms costs] * [Percentage of total cost of the process "evaluate and manage financial performance" allocated to internal costs]* 0.0001* [Total cost to perform the process "evaluate and manage financial performance"]) / ([Total business entity revenue] * 0.001) (18931 * 18929* 0.0001* 12317) / (10029 * 0.001)	
103330	Systems cost to perform the process "perform planning/budgeting/forecasting" per $100,000 revenue	([Percentage of internal costs of the process "planning, budgeting, and forecasting" allocated to systesms costs] * [Percentage of total cost of the process "planning, budgeting, and forecasting" allocated to internal costs] * 0.0001 * [Total cost to perform the process "perform planning/budgeting/forecasting"]) / ([Total business entity revenue] * 0.001) (18921 * 18919 * 0.0001 * 12113) / (10029 * 0.001)	
103385	Systems cost to perform the processes "perform cost accounting and control" and "perform cost management" per $100,000 revenue	[Systems cost to perform the processes "perform cost accounting and control" and "perform cost management"] / ([Total business entity revenue] * 0.00001) 12158 / (10029 * 0.00001)	
103677	Total cost to perform the process "evaluate and manage financial performance" per process FTE	[Total cost to perform the process "evaluate and manage financial performance"] / [Number of FTEs who perform the process "evaluate and manage financial performance"] 12317 / 12676	
103811	Total cost to perform the process "perform planning/budgeting/forecasting" as a percentage of revenue	([Total cost to perform the process "perform planning/budgeting/forecasting"] / [Total business entity revenue]) * 100 (12113 / 10029) * 100	
103812	Total cost to perform the process "perform planning/budgeting/forecasting" per process FTE	[Total cost to perform the process "perform planning/budgeting/forecasting"] / [Number of FTEs who perform the process "perform planning/budgeting/forecasting"] 12113 / 12107	

FINANCIAL MANAGEMENT (FM)
PLANNING AND MANAGEMENT ACCOUNTING (33 MEASURES)

COST EFFECTIVENESS (20 MEASURES)

103989	Total cost to perform the processes "perform cost accounting and control" and "perform cost management" per process FTE	[Total cost to perform the processes "perform cost accounting and control" and "perform cost management"] / [Number of FTEs who perform the processes "perform cost accounting and control" and "perform cost management"] 12162 / 12156

CYCLE TIME (6 MEASURES)

100593	Cycle time in days to complete an approved capital expenditure plan	[Cycle time in days to complete an approved capital expenditure plan] 10701
100616	Cycle time in days to perform financial evaluation of new customers	[Cycle time in days to perform financial evaluation of new customers] 12336
100617	Cycle time in days to perform financial evaluation of new markets	[Cycle time in days to perform financial evaluation of new markets] 12337
100618	Cycle time in days to perform financial evaluation of new products	[Cycle time in days to perform financial evaluation of new products] 12335
100604	Cycle time in days to prepare the financial forecast	[Cycle time in days to prepare the financial forecast] 12135
100635	Cycle time in days to update/revise the rolling forecast	[Cycle time in days to update/revise the rolling forecast] 18239

PROCESS EFFICIENCY (5 MEASURES)

100892	Number of budget versions produced before final approval	[Number of budget versions produced before final approval] 12127
101760	Percentage error for the inventory cost forecast	[Percentage error for the inventory cost forecast] 18235
101761	Percentage error for the personnel cost forecast	[Percentage error for the personnel cost forecast] 18240

FINANCIAL MANAGEMENT (FM)
PLANNING AND MANAGEMENT ACCOUNTING (33 MEASURES)

PROCESS EFFICIENCY (5 MEASURES)

101762	Percentage error for the total sales forecast	[Percentage error for the total sales forecast] 18241	
101869	Percentage of approved capital projects considered within or on budget for spending	[Percentage of approved capital projects considered within or on budget for spending] 18332	

SUPPLEMENTAL INFORMATION (2 MEASURES)

101976	Percentage of employees with compensations affected by budget versus actual variances	([Number of employees with compensation affected by budget versus actual variances] / [Number of business entity employees]) * 100.0 (12327 / 10032) * 100.0	
101973	Percentage of employees with compensations affected by profit	([Number of employees with compensation affected by profit] / [Number of business entity employees]) * 100.0 (12328 / 10032) * 100.0	

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FINANCIAL MANAGEMENT (FM)
SALES AND ORDER MANAGEMENT (17 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

103514	Total cost to perform the order to invoice processes per $1,000 revenue	([Total cost to perform the process "process customer credit"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "invoice customer"]) / ([Total business entity revenue] * .0010) (10246 + 11840 + 10517) / (10029 * .0010)	✔
103988	Total cost to perform the process "manage sales orders" per sales order line item	[Total cost to perform the process "manage sales orders"] / [Number of sales order line items] 11840 / 11842	✔
100126	Average cost per sales order for orders received through new channels	[Average cost per sales order received through new (such as digital/electric) channels] 15984	
100134	Average cost to resolve a service-after-sales request for contact centers or similar remote assistance channel	[Average cost to resolve a service-after-sales request for contact centers or similar remote assistance channel] 15988	
100138	Average cost to resolve a service-after-sales request for on-site visits	[Average cost to resolve a service-after-sales request for on-site visits] 15989	
100136	Average cost to resolve a service-after-sales request for the customer self-service channel	[Average cost to resolve a service-after-sales request for the customer self-service channel] 15987	
103276	Systems cost of the process "manage sales orders" per $100,000 revenue	[Systems cost to perform the process "manage sales orders"] / ([Total business entity revenue] * .00001) 10135 / (10029 * .00001)	

CYCLE TIME (1 MEASURES)

100170	Cycle time in hours from the time a sales order is received until the time manufacturing/logistics is notified	[Cycle time in hours from the time a sales order is received until the time manufacturing/logistics is notified] 10239	

PROCESS EFFICIENCY (5 MEASURES)

104302	Customer retention rate for all customers over the past three reporting periods	[Customer retention rate over the past three years] 99936	✔

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FINANCIAL MANAGEMENT (FM)
SALES AND ORDER MANAGEMENT (17 MEASURES)

PROCESS EFFICIENCY (5 MEASURES)

100213	Average monthly sales forecast error within a product family	[Average monthly product family forecast error measured by the mean absolute percentage error (MAPE)] 12242	
100816	Key customer retention rate	[Key customer retention rate] 11854	
102339	Percentage of order inquiry contacts received through new (such as digital/electric) channels	[Percentage of order inquiry contacts received through new (such as digital/electric) channels] 15991	
102588	Percentage of sales orders requiring no human intervention to create, modify, or fulfill	[Percentage of sales orders requiring no manual intervention to create, modify, or fulfill] 10232	

STAFF PRODUCTIVITY (2 MEASURES)

101404	Number of sales order line items per "manage sales orders" FTE	[Number of sales order line items] / [Number of FTEs who perform the process "manage sales orders"] 11842 / 11839	✔
102529	Percentage of the sales force that made their quotas/targets in the last 12-month reporting period	[Percentage of the sales force that made their quotas/targets in the last 12-month reporting period] 15977	

SUPPLEMENTAL INFORMATION (2 MEASURES)

101831	Percentage of active customers that are profitable	[Percentage of active customers that are profitable] 15982	
102568	Percentage of sales orders changed by the customer after the initial order placement	[Percentage of sales orders changed by the customer after the initial order placement] 10233	

HUMAN CAPITAL MANAGEMENT (HCM)
CREATE AND MANAGE HR STRATEGY (29 MEASURES)

COST EFFECTIVENESS (5 MEASURES)

103932	Total cost to perform the process group "develop and manage HR planning, policies, and strategies" per $1,000 revenue	[Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / ([Total business entity revenue] * 0.001) 18393 / (10029 * 0.001)	✔
103933	Total cost to perform the process group "develop and manage HR planning, policies, and strategies" per business entity employee	[Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Number of business entity employees] 18393 / 10032	✔
104084	Personnel cost to perform the process group "develop and manage HR planning, policies, and strategies" per $1,000 revenue	[Internal personnel cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / ([Total business entity revenue] * 0.0010) 11052 / (10029 * 0.0010)	
104085	Personnel cost to perform the process group "develop and manage HR planning, policies, and strategies" per business entity employee	[Internal personnel cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Total number of current employees] 11052 / 98040	
104081	Personnel cost to perform the process group "develop and manage HR planning, policies, and strategies" per process group FTE	[Internal personnel cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Number of FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] 11052 / 11050	

CYCLE TIME (2 MEASURES)

100297	Response time in hours for non-routine "develop and manage HR planning, policies, and strategies" inquiries	[Response time in hours for a non-routine inquiry for the process group "develop and manage HR planning, policy, and strategies"] 11091	
100300	Response time in hours for routine "develop and manage HR planning, policies, and strategies" inquiries	[Response time in hours for a routine inquiry for the process group "develop and manage HR planning, policy, and strategies"] 11090	

HUMAN CAPITAL MANAGEMENT (HCM)
CREATE AND MANAGE HR STRATEGY (29 MEASURES)

PROCESS EFFICIENCY (4 MEASURES)

ID	Measure	Formula	
101152	Number of FTEs that perform process group "develop and manage HR planning, policies, and strategies" per $1 billion revenue	[Number of FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / ([Total business entity revenue] * 0.000000001) 18387 / (10029 * 0.000000001)	✔
102306	Percentage of middle management/specialists with a formal succession planning processes	[Percentage of middle management/specialist employees with a formal succession planning process in place] 18406	✔
102317	Percentage of operational staff/office staff with a formal succession planning processes	[Percentage of operational worker/office staff employees who have a formal succession planning process in place] 18407	✔
102623	Percentage of senior management/executives with a formal succession planning processes	[Percentage of senior management/executive employees who have a formal succession planning process in place] 18405	✔

STAFF PRODUCTIVITY (4 MEASURES)

ID	Measure	Formula	
104451	Current number of employees per "develop and manage HR planning, policies, and strategies" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] + [Number of FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies" who are middle management/specialist employees] + [Number of operational worker/office staff FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies"]) 98040 / (11050 + 11050 + 11050)	✔
100483	Number of business entity employees per "develop and manage HR planning, policies, and strategies" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] 10032 / 18387	✔
101362	Number of non-routine "develop and manage HR planning, policies, and strategies" inquiries per business entity employee	[Number of non-routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"] / [Number of business entity employees] 11085 / 10032	

HUMAN CAPITAL MANAGEMENT (HCM)
CREATE AND MANAGE HR STRATEGY (29 MEASURES)

STAFF PRODUCTIVITY (4 MEASURES)

101398	Number of routine "develop and manage HR planning, policies, and strategies" inquiries per business entity employee	[Number of routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"] / [Number of business entity employees] 11084 / 10032

SUPPLEMENTAL INFORMATION (14 MEASURES)

100035	Other cost to perform the process group "develop and manage HR planning, policies, and strategies" as a percentage of total cost to perform the process group	([Internal cost other than personnel, systems, and overhead to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"]) * 100.0 (11052 / 11051) * 100.0
101650	Outsourced cost of the process group "develop and manage HR planning, policies, and strategies" as a percentage of the total cost to perform the process group	([Outsourced cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"]) * 100.0 (11051 / 11051) * 100.0
100054	Overhead cost to perform the process group "develop and manage HR planning, policies, and strategies" as a percentage of the total cost to perform the process group	([Internal systems cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"]) * 100.0 (11052 / 11051) * 100.0
101771	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received that are non-routine	([Number of non-routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"] / ([Number of routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"] + [Number of non-routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"])) * 100.0 (11085 / (11084 + 11085)) * 100.0

HUMAN CAPITAL MANAGEMENT (HCM)
CREATE AND MANAGE HR STRATEGY (29 MEASURES)

SUPPLEMENTAL INFORMATION (14 MEASURES)

101772	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received that are routine	([Number of routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"] / ([Number of routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"] + [Number of non-routine inquiries received monthly for the process group "develop and manage HR planning, policy, and strategies"])) * 100.0 (11084 / (11084 + 11085)) * 100.0	
101773	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received via channels other than e-mail, phone, and face-to-face	[Percentage of inquiries received monthly for the process group "develop and manage HR planning, policies, and strategies" via channels other than e-mail, phone, and face-to-face interaction] 11089	
101785	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received via digital communication channels	[Percentage of inquiries received for the process group "develop and manage human resources (HR) planning, policies, and strategies" via digital communication channels] 18411	
101774	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received via e-mail	[Percentage of inquiries received monthly for the process group "develop and manage HR planning, policies, and strategies" via e-mail] 11086	
101775	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received via face-to-face	[Percentage of inquiries received monthly for the process group "develop and manage HR planning, policies, and strategies" via face-to-face interaction] 11088	
101786	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received via non-digital communication channels	[Percentage of inquiries received for the process group "develop and manage human resources (HR) planning, policies, and strategies" via non-digital communication channels] 18412	
101776	Percentage of "develop and manage HR planning, policies, and strategies" inquiries received via phone	[Percentage of inquiries received monthly for the process group "develop and manage HR planning, policies, and strategies" via phone] 11087	

HUMAN CAPITAL MANAGEMENT (HCM)
CREATE AND MANAGE HR STRATEGY (29 MEASURES)

SUPPLEMENTAL INFORMATION (14 MEASURES)

102377	Percentage of overall HR staff time spent on work force planning	[Percentage of HR staff time spent on work force planning] 11065	
100066	Personnel cost to perform the process group "develop and manage HR planning, policies, and strategies" as a percentage of the total cost to perform the process group	([Internal personnel cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"]) * 100.0 (11052 / 11051) * 100.0	
100091	Systems cost to perform the process group "develop and manage HR planning, policies, and strategies" as a percentage of the total cost to perform the process group	([Internal overhead cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] / [Total cost to perform the process group "develop and manage human resources (HR) planning, policies, and strategies"]) * 100.0 (11052 / 11051) * 100.0	

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HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

COST EFFECTIVENESS (19 MEASURES)

100823	Learning budget per business entity employee	[Budget for learning for the process group "develop and counsel-learning only"]/[Number of business entity employees] 11120/10032	✔
103623	Total cost to perform the process group "develop and counsel employees" per $1,000 revenue	([Total cost to perform the process group "develop and counsel-learning only"] + [Total cost to perform the process group "develop and counsel-performance and employee relations"]) / ([Total business entity revenue] * .001) (16516 + 16499) / (10029 * .001)	✔
103935	Total cost to perform the process group "develop and counsel employees" per business entity employee	([Total cost to perform the process group "develop and counsel-learning only"] + [Total cost to perform the process group "develop and counsel-performance and employee relations"]) / [Number of business entity employees] (16516 + 16499) / 10032	✔
103624	Total cost to perform the processes "manage employee development" and "develop and train employees" per $1,000 revenue	[Total cost to perform the process group "develop and counsel-learning only"] / ([Total business entity revenue] * .001) 16516 / (10029 * .001)	✔
103628	Total cost to perform the processes "manage employee development" and "develop and train employees" per business entity employee	[Total cost to perform the process group "develop and counsel-performance and employee relations"] / [Number of business entity employees] 16499 / 10032	✔
103630	Total cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per $1,000 revenue	[Total cost to perform the process group "develop and counsel-performance and employee relations"] / ([Total business entity revenue] * .001) 16499 / (10029 * .001)	✔
103634	Total cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per business entity employee	[Total cost to perform the process group "develop and counsel-performance and employee relations"] / [Number of business entity employees] 16499 / 10032	✔
100125	Cost to maintain and support the learning management system per employee dedicated to the activity	[Labor cost for full or part-time employees to maintain and support LMS] / [Number of full or part-time employees required to maintain and support LMS] 11114 / 11114	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

COST EFFECTIVENESS (19 MEASURES)

100133	Cost to maintain and support the learning management system per temporary staff/contractor dedicated to the activity	[Labor cost for temporary or contract employees to maintain and support LMS] / [Number of temporary or contract employees required to maintain and support LMS] 11114 / 11114	
100110	Learning management system consultancy/third-party cost per employee attending classroom or e-learning training	[Consultancy/third-party costs associated with ownership for your LMS] / ([Number of employees who attend e-learning training] + [Number of employees who attend classroom training]) 11119 / (11124 + 11125)	
100111	Learning management system hardware cost per employee attending classroom or e-learning training	[Hardware costs associated with ownership for your LMS] / ([Number of employees who attend e-learning training] + [Number of employees who attend classroom training]) 11116 / (11124 + 11125)	
100112	Learning management system software cost per employee attending classroom or e-learning training	[Software costs associated with ownership for your LMS] / ([Number of employees who attend e-learning training] + [Number of employees who attend classroom training]) 11117 / (11124 + 11125)	
100113	Learning management system upgrade and maintenance cost per employee attending classroom or e-learning training	[Upgrade and maintenance costs associated with ownership for your LMS] / ([Number of employees who attend e-learning training] + [Number of employees who attend classroom training]) 11118 / (11124 + 11125)	
104049	Personnel cost to perform the processes "manage employee development" and "develop and train employees" per $1,000 revenue	((([Percentage of internal cost to perform the process group "develop and counsel-learning only" allocated to personnel]/100) * [Total internal cost to perform the process group "develop and counsel-learning only"]) / ([Total business entity revenue] * .001) ((18311/100) * 11110) / (10029 * .001)	
104052	Personnel cost to perform the processes "manage employee development" and "develop and train employees" per business entity employee	((([Percentage of internal cost to perform the process group "develop and counsel-learning only" allocated to personnel]/100) * [Total internal cost to perform the process group "develop and counsel-learning only"]) / [Number of business entity employees] ((18311/100) * 11110) / 10032	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

COST EFFECTIVENESS (19 MEASURES)

104054	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per $1,000 revenue	((([Percentage of internal cost to perform the process group "develop and counsel employees" allocated to personnel]/100) * [Internal cost to perform the process group "develop and counsel-performance and employee relations"]) / ([Total business entity revenue] * .001) ((18271/100) * 11101) / (10029 * .001)	
104057	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per business entity employee	((([Percentage of internal cost to perform the process group "develop and counsel employees" allocated to personnel]/100) * [Internal cost to perform the process group "develop and counsel-performance and employee relations"]) / [Number of business entity employees] ((18271/100) * 11101) / 10032	
101434	Total cost for the learning management system as a percentage of the system cost to perform the processes "manage employee development" and "develop and train employees"	((([Hardware costs associated with ownership for your LMS] + [Software costs associated with ownership for your LMS] + [Upgrade and maintenance costs associated with ownership for your LMS] + [Consultancy/third-party costs associated with ownership for your LMS]) / [Systems cost to perform the process group "develop and counsel-learning only"]) * 100 ((11116 + 11117 + 11118 + 11119) / 11111) * 100	
103484	Total cost for the learning management system per employee attending classroom or e-learning training	([Hardware costs associated with ownership for your LMS] + [Software costs associated with ownership for your LMS] + [Upgrade and maintenance costs associated with ownership for your LMS] + [Consultancy/third-party costs associated with ownership for your LMS]) / ([Number of employees who attend e-learning training] + [Number of employees who attend classroom training]) (11116 + 11117 + 11118 + 11119) / (11124 + 11125)	

CYCLE TIME (8 MEASURES)

104029	Cycle time in days for the formal performance review process from start to finish for middle management/specialists	[Cycle time in days from start to finish for a formal performance review for a middle management/specialist employee] 16529	✔

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

CYCLE TIME (8 MEASURES)

104031	Cycle time in days for the formal performance review process from start to finish for Operational workers/office staff	[Cycle time in days from start to finish for a formal performance review for an operational worker/office staff employee] 16530	✔
104033	Cycle time in days for the formal performance review process from start to finish for senior management/executives	[Cycle time in days from start to finish for a formal performance review for a senior management/executive employee] 11129	✔
100328	Average time in days to close an identified skill or capability gap through training for a middle management/specialists employee	[Cycle time in days to close an identified skill or capability gap through training for a middle management/specialist employee] 16542	
100330	Average time in days to close an identified skill or capability gap through training for a senior management/executives employee	[Cycle time in days to close an identified skill or capability gap through training for a senior management/executive] 11135	
100326	Average time in days to close an identified skill or capability gap through training for an operational workers/office staff employee	[Cycle time in days to close an identified skill or capability gap through training for an operational worker/office staff employee] 16543	
100293	Response time in hours for non-routine "develop and counsel employees" inquiries	[Response time in hours for a non-routine inquiry for the process group "develop and counsel employees"] 11353	
100295	Response time in hours for routine "develop and counsel employees" inquiries	[Response time in hours for a routine inquiry for the process group "develop and counsel employees"] 11352	

PROCESS EFFICIENCY (12 MEASURES)

100999	Number of FTEs that perform process group "develop and counsel employees" per $1 billion revenue	([Number of FTEs who perform the process group "develop and counsel employees"] + [Number of FTEs who perform the process group "develop and counsel-learning only"]) / ([Total business entity revenue] * .000000001) (16497 + 16514) / (10029 * .000000001)	✔
101000	Number of FTEs that perform processes "manage employee development" and "develop and train employees" per $1 billion revenue	[Number of FTEs who perform the process group "develop and counsel-learning only"] / ([Total business entity revenue] * .000000001) 16514 / (10029 * .000000001)	✔

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)
PROCESS EFFICIENCY (12 MEASURES)

101004	Number of FTEs that perform processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" per $1 billion revenue	[Number of FTEs who perform the process group "develop and counsel employees"] / ([Total business entity revenue] * .000000001) 16497 / (10029 * .000000001)	✔
101904	Percentage of CEO and senior leadership time spent on leadership development	[Percentage of CEO and senior leadership time put toward leadership development] 11138	✔
102302	Percentage of middle management/specialists that receive a formal performance review	[Percentage of middle management/specialist employees who receive a formal performance review] 16508	✔
102331	Percentage of operational workers/office staff that receive a formal performance review	[Percentage of operational worker/office staff employees who receive a formal performance review] 16509	✔
102619	Percentage of senior management/executives that receive a formal performance review	[Percentage of senior management/executive employees who receive a formal performance review] 11105	✔
103478	Hours spent developing new classroom training content per trainee	[Number of hours for developing classroom training] / [Number of employees who attend classroom training] 11123 / 11125	
103480	Hours spent developing new e-learning training content per trainee	[Number of hours for developing e-learning training] / [Number of employees who attend e-learning training] 11122 / 11124	
102304	Percentage of middle management/specialists who attended management development programs	[Percentage of middle management/specialists who attend management development programs] 16555	
102315	Percentage of operational staff/office staff who attended management development programs	[Percentage of operational worker/office staff who attend management development programs] 16556	
102621	Percentage of senior management/executives who attend management development programs	[Percentage of senior management/executives who attend management development programs] 11137	

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HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)
STAFF PRODUCTIVITY (8 MEASURES)

104452	Current number of employees per "develop and counsel" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "develop and counsel-learning only"] + [Number of middle management/specialist FTEs who perform the process group "develop and counsel-learning only"] + [Number of operational worker/office staff FTEs who perform the process group "develop and counsel-learning only"] + [Number of senior management/executive FTEs who perform the process group "develop and counsel-performance and employee relations"] + [Number of FTEs who perform the process group "develop and counsel employees" who are middle management/specialist employees] + [Number of operational worker/office staff FTEs who perform the process group "develop and counsel employees"]) 98040 / (11109 + 11109 + 11109 + 11100 + 11100 + 11100)	✔
104453	Current number of employees per "manage employee development" and "develop and train business entity employees" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "develop and counsel-learning only"] + [Number of middle management/specialist FTEs who perform the process group "develop and counsel-learning only"] + [Number of operational worker/office staff FTEs who perform the process group "develop and counsel-learning only"]) 98040 / (11109 + 11109 + 11109)	✔
104454	Current number of employees per "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "develop and counsel-performance and employee relations"] + [Number of FTEs who perform the process group "develop and counsel employees" who are middle management/specialist employees] + [Number of operational worker/office staff FTEs who perform the process group "develop and counsel employees"]) 98040 / (11100 + 11100 + 11100)	✔

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

STAFF PRODUCTIVITY (8 MEASURES)

100484	Number of business entity employees per "develop and counsel business entity employees" FTE	[Number of business entity employees] / ([Number of FTEs who perform the process group "develop and counsel employees"] + [Number of FTEs who perform the process group "develop and counsel-learning only"]) 10032 / (16497 + 16514)	✔
100485	Number of business entity employees per "manage employee development" and "develop and train business entity employees" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "develop and counsel-learning only"] 10032 / 16514	✔
100486	Number of business entity employees per "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "develop and counsel employees"] 10032 / 16497	✔
101363	Number of non-routine "develop and counsel employees" inquiries per business entity employee	[Number of non-routine inquiries received monthly for the process group "develop and counsel"] / [Number of business entity employees] 11147 / 10032	
101399	Number of routine "develop and counsel employees" inquiries per business entity employee	[Number of routine inquiries received monthly for the process group "develop and counsel"] / [Number of business entity employees] 11145 / 10032	

SUPPLEMENTAL INFORMATION (36 MEASURES)

100218	Number of learning days per employee	[Number of days dedicated to formal learning per employee] 16533	✔
100224	Number of learning days per middle management/specialists employee	[Number of days dedicated to formal learning per middle management/specialist employee] 16531	
100226	Number of learning days per operational workers/office staff employee	[Number of days dedicated to formal learning per operational worker/office staff employee] 16532	
100228	Number of learning days per senior management/executive employee	[Number of days per employee dedicated to learning for senior management/executive employees] 11131	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

SUPPLEMENTAL INFORMATION (36 MEASURES)

100037	Other cost of the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel-performance and employee relations" allocated to costs other than personnel, systems, overhead, and outsourced]*[Internal cost to perform the process group "develop and counsel-performance and employee relations"])/[Total cost to perform the process group "develop and counsel-performance and employee relations"] (18274*11101)/16499	
100031	Other cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel-learning only" allocated to costs other than personnel, systems, and overhead]*[Total internal cost to perform the process group "develop and counsel-learning only"])/[Total cost to perform the process group "develop and counsel-learning only"] (18314*11110)/16516	
101644	Outsourced cost of the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	([Outsourced cost to perform the process group "develop and counsel-learning only"]/[Total cost to perform the process group "develop and counsel-learning only"])*100 (16515/16516)*100	
101646	Outsourced cost of the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	([Outsourced cost of the process group "develop and counsel-performance and employee relations"]/[Total cost to perform the process group "develop and counsel-performance and employee relations"])*100 (16498/16499)*100	
100048	Overhead cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel-learning only" allocated to overhead]*[Total internal cost to perform the process group "develop and counsel-learning only"])/[Total cost to perform the process group "develop and counsel-learning only"] (18313*11110)/16516	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

SUPPLEMENTAL INFORMATION (36 MEASURES)

100050	Overhead cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel employees" allocated to overhead]*[Internal cost to perform the process group "develop and counsel-performance and employee relations"])/[Total cost to perform the process group "develop and counsel-performance and employee relations"] (18273*11101)/16499	
101784	Percentage of "develop and counsel employees" inquiries received that are non-routine	[Number of non-routine inquiries received monthly for the process group "develop and counsel"]/([Number of routine inquiries received monthly for the process group "develop and counsel"]+[Number of non-routine inquiries received monthly for the process group "develop and counsel"])*100 11147/(11145+11147)*100	
101777	Percentage of "develop and counsel employees" inquiries received that are routine	[Number of routine inquiries received monthly for the process group "develop and counsel"]/([Number of routine inquiries received monthly for the process group "develop and counsel"]+[Number of non-routine inquiries received monthly for the process group "develop and counsel"])*100 11145/(11145+11147)*100	
101778	Percentage of "develop and counsel employees" inquiries received via channels other than e-mail, phone, and face-to-face	[Percentage of inquiries received monthly for the process group "develop and counsel employees" via channels other than e-mail, phone, and face-to-face interaction] 11351	
101779	Percentage of "develop and counsel employees" inquiries received via digital communication channels	[Percentage of inquiries received for the process group "develop and counsel employees" employees" through digital communication channels] 18585	
101780	Percentage of "develop and counsel employees" inquiries received via e-mail	[Percentage of inquiries received monthly for the process group "develop and counsel" via e-mail] 11148	
101781	Percentage of "develop and counsel employees" inquiries received via face-to-face	[Percentage of inquiries received monthly for the process group "develop and counsel employees" via face-to-face interaction] 11350	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)
SUPPLEMENTAL INFORMATION (36 MEASURES)

101782	Percentage of "develop and counsel employees" inquiries received via non-digital communication channels	[Percentage of inquiries received for the process group "develop and counsel employees" employees" through non-digital communication channels] 18586	
101783	Percentage of "develop and counsel employees" inquiries received via phone	[Percentage of inquiries received monthly for the process group "develop and counsel" via phone] 11149	
102245	Percentage of learning days delivered using classroom instruction provided by your organization	[Percentage of learning days delivered through classroom instruction provided by your organization] 16550	
102247	Percentage of learning days delivered using computer-based training (self-instruction) delivered over the Web (either directly or downloaded)	[Percentage of learning days delivered through a computer-based training (self-instruction) over the web (either directly or downloaded)] 16545	
102246	Percentage of learning days delivered using computer-based training (self-instruction) installed from CD-ROM	[Percentage of learning days delivered through computer-based training (self-instruction) installed from CD-ROM] 11136	
102248	Percentage of learning days delivered using correspondence courses	[Percentage of learning days delivered through correspondence courses] 16548	
102249	Percentage of learning days delivered using e-learning (interactive)	[Percentage of learning days delivered through e-learning (interactive)] 16549	
102250	Percentage of learning days delivered using external classroom instruction	[Percentage of learning days delivered through external classroom instruction] 16551	
102251	Percentage of learning days delivered using on-the-job training	[Percentage of learning days delivered through on-the-job training] 16552	
102252	Percentage of learning days delivered using other	[Percentage of learning days delivered through other types of training methods] 16553	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

SUPPLEMENTAL INFORMATION (36 MEASURES)

102253	Percentage of learning days delivered using streaming video	[Percentage of learning days delivered through streaming video] 16546	
102254	Percentage of learning days delivered using virtual, classroom-based training delivered online	[Percentage of learning days delivered through a virtual or classroom-based training online] 16547	
102780	Percentage of training programs developed externally	[Percentage of training programs developed externally] 16539	
102783	Percentage of training programs developed internally	[Percentage of training programs developed internally] 11133	
102786	Percentage of training programs developed through other channels	[Percentage of training programs developed through other channels] 16541	
102789	Percentage of training programs developed through partnerships with external specialists	[Percentage of training programs developed through partnerships with external specialists] 16540	
100064	Personnel cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel-learning only" allocated to personnel]*[Total internal cost to perform the process group "develop and counsel-learning only"])/[Total cost to perform the process group "develop and counsel-learning only"] (18311*11110)/16516	
100068	Personnel cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel employees" allocated to personnel]*[Internal cost to perform the process group "develop and counsel-performance and employee relations"])/[Total cost to perform the process group "develop and counsel-performance and employee relations"] (18271*11101)/16499	

HUMAN CAPITAL MANAGEMENT (HCM)
DEVELOP, TRAIN, AND COUNSEL EMPLOYEES (83 MEASURES)

SUPPLEMENTAL INFORMATION (36 MEASURES)

100085	Systems cost to perform the processes "manage employee development" and "develop and train employees" as a percentage of the total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel-learning only" allocated to systems]*[Total internal cost to perform the process group "develop and counsel-learning only"])/[Total cost to perform the process group "develop and counsel-learning only"] (18312*11110)/16516	
100087	Systems cost to perform the processes "manage employee orientation and deployment," "manage employee performance," and "manage employee relations" as a percentage of the total cost to perform the processes	([Percentage of internal cost to perform the process group "develop and counsel employees" allocated to systems]*[Internal cost to perform the process group "develop and counsel-performance and employee relations"])/[Total cost to perform the process group "develop and counsel-performance and employee relations"] (18272*11101)/16499	

HCM GENERAL BACKGROUND SURVEY (4 MEASURES)

STAFF PRODUCTIVITY (4 MEASURES)

104462	Current number of employees per current HR function FTE	[Total number of current employees] / [Total number of FTEs who perform the function "develop and manage human capital"] 98040 / 98043	
104455	Current number of employees per HR administration FTE	[Total number of current employees] / [Number of FTEs who perform HR administrative activities (exclude the activities for processing and distributing payments)] 98040 / 10012	
104456	Current number of employees per learning administration FTE	[Total number of current employees] / [Number of FTEs who perform learning administrative activities (exclude the activities for processing and distributing payments)] 98040 / 10012	
104458	Current number of employees per payroll administration FTE	[Total number of current employees] / [Number of FTEs who perform payroll administrative activities (exclude the activities for processing and distributing payments)] 98040 / 10012	

HUMAN CAPITAL MANAGEMENT (HCM)
HCM RECRUITING MEDIA SURVEY (6 MEASURES)

PROCESS EFFICIENCY (3 MEASURES)

104496	Percentage of job offers made to middle management/specialist candidates that are ultimately accepted	[Number of hours invested by the hiring manager per middle management/specialist new hire] 18522	
104497	Percentage of job offers made to operational worker/office staff candidates that are ultimately accepted	[Number of hours invested by the hiring manager per operational worker/office staff new hire] 18523	
104495	Percentage of job offers made to senior management/executive candidates that are ultimately accepted	[Number of hours invested by the hiring manager per senior management/executive new hire] 18521	

SUPPLEMENTAL INFORMATION (3 MEASURES)

104500	Contingent new hires as a percentage of total new hires	[Contingent positions as a percentage of total new hires] 19083	
104498	Permanent full-time new hires as a percentage of total new hires	[Permanent full-time positions as a percentage of total new hires] 19081	
104499	Permanent part-time new hires as a percentage of total new hires	[Permanent part-time positions as a percentage of total new hires] 19082	

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HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)
COST EFFECTIVENESS (30 MEASURES)

104133	Personnel cost to perform the HR function per $1,000 revenue	[Personnel cost to perform the function "develop and manage human capital"] / ([Total business entity revenue] *.001) 18440 / (10029 *.001)	✔
104135	Personnel cost to perform the HR function per business entity FTE	[Personnel cost to perform the function "develop and manage human capital"] / [Number of business entity FTEs] 18440 / 10033	✔
104164	Systems cost to perform the HR function per $1,000 revenue	[Systems cost to perform the function "develop and manage human capital"] / ([Total business entity revenue] *.001) 18441 / (10029 *.001)	✔
103558	Total cost to perform the HR function per "develop and counsel employees" FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the process group "develop and counsel employees"] 18445 / 11100	✔
103563	Total cost to perform the HR function per "develop and manage HR planning, policies, and strategies" FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the process group "develop and manage human resources (HR) planning, policies, and strategies"] 18445 / 11050	✔
103559	Total cost to perform the HR function per "manage employee information" FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the process group "manage employee information"] 18445 / 11150	✔
103560	Total cost to perform the HR function per "recruit, source, and select employees" FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the process group "recruit, source, and select employees"] 18445 / 11300	✔
103561	Total cost to perform the HR function per "redeploy and retire employees" FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the process group "redeploy and retire employees"] 18445 / 11200	✔

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)
COST EFFECTIVENESS (30 MEASURES)

103562	Total cost to perform the HR function per "reward and retain employees" FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the process group "reward and retain employees"] 18445 / 11250	✔
103555	Total cost to perform the HR function per $1,000 revenue	[Total cost to perform the function "develop and manage human capital"] / ([Total business entity revenue] *.001) 18445 / (10029 *.001)	✔
103566	Total cost to perform the HR function per business entity employee	[Total cost to perform the function "develop and manage human capital"] / [Number of business entity employees] 18445 / 10032	✔
104041	Total cost to perform the HR function per business entity FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of business entity FTEs] 10010 / 10033	✔
103564	Total cost to perform the HR function per function FTE	[Total cost to perform the function "develop and manage human capital"] / [Number of FTEs who perform the function "develop and manage human capital"] 18445 / 11032	✔
100195	Average fully loaded salary for middle management or specialists	[Personnel cost for all middle management/specialist employees] / [Number of middle management/specialist employees] 18468 / 18431	
100196	Average fully loaded salary for operational workers or office staff	[Personnel cost for all operational worker/office staff employees] / [Number of operational worker/office staff employees] 18469 / 18432	
100197	Average fully loaded salary for senior management or executives	[Personnel cost for all senior management/executive employees] / [Number of senior management/executive employees] 18467 / 18430	
103488	Budget for the HR function per business entity employee	[Budget to perform the function "develop and manage human capital"] / [Number of business entity employees] 10009 / 10032	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)
COST EFFECTIVENESS (30 MEASURES)

104042	Internal cost to perform HR administration activities per $1,000 revenue	[Internal cost for HR administration] / ([Total business entity revenue] * .001) 18446 / (10029 * .001)	
104043	Internal cost to perform HR administration activities per business entity employee	[Internal cost for HR administration] / [Number of business entity employees] 18446 / 10032	
104044	Internal cost to perform learning administration activities per $1,000 revenue	[Internal cost for learning administration] / ([Total business entity revenue] *.001) 18448 / (10029 *.001)	
104045	Internal cost to perform learning administration activities per business entity employee	[Internal cost for learning administration]/ [Number of business entity employees] 18448/ 10032	
104046	Internal cost to perform payroll administration activities per $1,000 revenue	[Internal cost for payroll administration] / ([Total business entity revenue] * .001) 18447 / (10029 * .001)	
104047	Internal cost to perform payroll administration activities per business entity employee	[Internal cost for payroll administration] / [Number of business entity employees] 18447 / 10032	
104132	Personnel cost for the business entity per business entity employee	[Personnel cost for all employees] / [Number of business entity employees] 18470 / 10032	
100132	Personnel cost of temporary staff/contractor per temporary staff/contractor	[Personnel cost of temporary staff/contractors] / [Number of temporary staff/contractors] 10001 / 10000	
104136	Personnel cost to perform the HR function per business entity employee	[Personnel cost to perform the function "develop and manage human capital"] / [Number of business entity employees] 18440 / 10032	
104165	Systems cost to perform the HR function per business entity employee	[Systems cost to perform the function "develop and manage human capital"] / [Number of business entity employees] 10011 / 10032	
103486	Total budget for the HR function per $1,000 revenue	[Budget to perform the function "develop and manage human capital"] / ([Total business entity revenue] *.001) 10009 / (10029 *.001)	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)

COST EFFECTIVENESS (30 MEASURES)

103487	Total budget for the HR function per business entity FTE	[Budget to perform the function "develop and manage human capital"] / [Number of business entity FTEs] 10009 / 10033	
103489	Total business entity personnel cost per $1,000 revenue	[Personnel cost for all employees] / ([Total business entity revenue] *.001) 18470 / (10029 *.001)	

PROCESS EFFICIENCY (10 MEASURES)

103116	Employee turnover rate	(([Number of voluntary employee terminations] + [Number of involuntary employee terminations]) / [Number of business entity employees]) * 100 ((11214 + 11216) / 10032) * 100	✔
101031	Number of FTEs that perform HR administration activities per $1 billion revenue	[Number of FTEs who perform HR administrative activities (exclude the activities for processing and distributing payments)] / ([Total business entity revenue] *.000000001) 18427 / (10029 *.000000001)	✔
101272	Number of FTEs that perform the HR function per $1 billion revenue	[Number of FTEs who perform the function "develop and manage human capital"] / ([Total business entity revenue] *.000000001) 11032 / (10029 *.000000001)	✔
102292	Percentage of middle management/specialist salary that is performance-related pay	[Percentage of salaries for all middle management/specialist employees that is performance-related pay] 18416	✔
102321	Percentage of operational workers/office staff salary that is performance-related pay	[Percentage of salaries for all operational worker/office staff employees that is performance-related pay] 18417	✔
102608	Percentage of senior management/executive salary that is performance-related pay	[Percentage of salaries for all senior management/executive employees that is performance-related pay] 18415	✔
101040	Number of FTEs that perform learning administration activities per $1 billion revenue	[Number of FTEs who perform learning administrative activities (exclude the activities for processing and distributing payments)] / ([Total business entity revenue] *.000000001) 18429 / (10029 *.000000001)	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)

PROCESS EFFICIENCY (10 MEASURES)

101082	Number of FTEs that perform payroll administration activities per $1 billion revenue	[Number of FTEs who perform payroll administrative activities (exclude the activities for processing and distributing payments)] / ([Total business entity revenue] *.000000001) 18428 / (10029 *.000000001)	
101972	Percentage of business entity employees with access to Employee Self-Service (ESS) system	[Percentage of employees with ESS access] 11016	
102280	Percentage of managers with access to Manager Self-Service (MSS) system	[Percentage of managers with MSS access] 11027	

STAFF PRODUCTIVITY (7 MEASURES)

100943	Number of business entity employees per HR function FTE	[Number of business entity employees] / [Number of FTEs who perform the function "develop and manage human capital"] 10032 / 11032	✔
100487	Number of business entity employees per HR administration activities FTE	[Number of business entity employees] / [Number of FTEs who perform HR administrative activities (exclude the activities for processing and distributing payments)] 10032 / 18427	
100488	Number of business entity employees per learning administration activities FTE	[Number of business entity employees] / [Number of FTEs who perform learning administrative activities (exclude the activities for processing and distributing payments)] 10032 / 18429	
100490	Number of business entity employees per payroll administration activities FTE	[Number of business entity employees] / [Number of FTEs who perform payroll administrative activities (exclude the activities for processing and distributing payments)] 10032 / 18428	
101335	Number of middle management/specialists employees per HR function FTE	[Number of middle management/specialist employees] / [Number of FTEs who perform the function "develop and manage human capital"] 18431 / 11032	
101368	Number of operational workers/office staff employees per HR function FTE	[Number of operational worker/office staff employees] / [Number of FTEs who perform the function "develop and manage human capital"] 18432 / 11032	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)

STAFF PRODUCTIVITY (7 MEASURES)

| 101416 | Number of senior management/executive employees per HR function FTE | [Number of senior management/executive employees] / [Number of FTEs who perform the function "develop and manage human capital"]

18430 / 11032 | |

SUPPLEMENTAL INFORMATION (30 MEASURES)

100861	Middle management/specialists as a percentage of total business entity employees	[Number of middle management/specialist employees] / [Number of business entity employees] * 100 18431 / 10032 * 100	
101441	Operational workers/office staff as a percentage of total business entity employees	[Number of operational worker/office staff employees] / [Number of business entity employees] * 100 18432 / 10032 * 100	
100028	Other cost to perform the HR function as a percentage of the total cost to perform the function	[Costs other than personnel, systems, overhead, and outsourced to perform the function "develop and manage human capital"] / [Total cost to perform the function "develop and manage human capital"] * 100 18443 / 18445 * 100	
100043	Outsourced cost to perform the HR function as a percentage of the total cost to perform the function	[Outsourced cost to perform the function "develop and manage human capital"] / [Total cost to perform the function "develop and manage human capital"] * 100 18444 / 18445 * 100	
100045	Overhead cost to perform the HR function as a percentage of the total cost to perform the function	[Overhead cost to perform the function "develop and manage human capital"]/[Total cost to perform the function "develop and manage human capital"]*100 18442/18445*100	
101963	Percentage of business entity employees who are 60 years old or greater	([Number of employees greater than 60 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101964	Percentage of business entity employees who are at least 25 but less than 30 years old	([Number of employees between 25 and 30 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)
SUPPLEMENTAL INFORMATION (30 MEASURES)

101965	Percentage of business entity employees who are at least 30 but less than 35 years old	([Number of employees between 30 and 35 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101966	Percentage of business entity employees who are at least 35 but less than 40 years old	([Number of employees between 35 and 40 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101967	Percentage of business entity employees who are at least 40 but less than 45 years old	([Number of employees between 40 and 45 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101968	Percentage of business entity employees who are at least 45 but less than 50 years old	([Number of employees between 45 and 50 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101969	Percentage of business entity employees who are at least 50 but less than 55 years old	([Number of employees between 50 and 55 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101970	Percentage of business entity employees who are at least 55 but less than 60 years old	([Number of employees between 55 and 60 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101971	Percentage of business entity employees who are less than 25 years old	([Number of employees less than 25 years old] / [Number of business entity employees]) * 100.0 (10004 / 10032) * 100.0	
101873	Percentage of business entity employees with 15 years of tenure or more	((([Number of employees employed between 15 and 20 years] + [Number of employees employed between 20 and 25 years] + [Number of employees employed greater than 25 years]) / [Number of business entity employees]) * 100.0 ((10003 + 10003 + 10003) / 10032) * 100.0	
101874	Percentage of business entity employees with 20 years of tenure or more	((([Number of employees employed between 20 and 25 years] + [Number of employees employed greater than 25 years]) / [Number of business entity employees]) * 100.0 ((10003 + 10003) / 10032) * 100.0	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)
SUPPLEMENTAL INFORMATION (30 MEASURES)

101875	Percentage of business entity employees with 25 years or more of tenure	([Number of employees employed greater than 25 years] / [Number of business entity employees]) * 100.0 (10003 / 10032) * 100.0	
101876	Percentage of business entity employees with less than 1 year of tenure	([Number of employees employed less than 1 year] / [Number of business entity employees]) * 100.0 (10003 / 10032) * 100.0	
101877	Percentage of business entity employees with less than 5 years of tenure	(([Number of employees employed less than 1 year] + [Number of employees employed between 1 and 5 years]) / [Number of business entity employees]) * 100.0 ((10003 + 10003) / 10032) * 100.0	
102081	Percentage of FTEs who perform the function "develop and manage human capital" that do not directly reporting to the HR organization	[Percentage of FTEs who perform the function "develop and manage human capital" that do not directly report to the HR organization] 11354	
102301	Percentage of middle management/specialists that are female	([Number of female middle management/specialist employees] / [Number of middle management/specialist employees]) * 100 (18437 / 18431) * 100	
102330	Percentage of operational workers/office staff that are female	([Number of female operational worker/office staff employees] / [Number of operational worker/office staff employees]) * 100 (18439 / 18432) * 100	
102618	Percentage of senior management/executives that are female	([Number of female senior management/executive employees] / [Number of senior management/executive employees]) * 100 (18435 / 18430) * 100	
104114	Personnel cost for middle management or specialist as a percentage of total business entity personnel cost	([Personnel cost for all middle management/specialist employees] / [Personnel cost for all employees]) * 100 (18468 / 18470) * 100	
104130	Personnel cost for operational workers or office staff as a percentage of total business entity personnel cost	([Personnel cost for all operational worker/office staff employees] / [Personnel cost for all employees]) * 100 (18469 / 18470) * 100	

HUMAN CAPITAL MANAGEMENT (HCM)
HR ORGANIZATION (77 MEASURES)
SUPPLEMENTAL INFORMATION (30 MEASURES)

104154	Personnel cost for senior management or executive employees as a percentage of total business entity personnel cost	([Personnel cost for all senior management/executive employees] / [Personnel cost for all employees]) * 100 (18467 / 18470) * 100	
100060	Personnel cost of the HR function as a percentage of total cost to perform the function	[Personnel cost to perform the function "develop and manage human capital"] / [Total cost to perform the function "develop and manage human capital"] * 100 18440 / 18445 * 100	
103176	Senior management/executives as a percentage of total business entity employees	[Number of senior management/executive employees] / [Number of business entity employees] * 100 18430 / 10032 * 100	
100082	Systems cost to perform the HR function as a percentage of total cost to perform the function	([Systems cost to perform the function "develop and manage human capital"] / [Total cost to perform the function "develop and manage human capital"]) * 100 (18441 / 18445) * 100	
101435	Total cost for the learning management system as a percentage of the total cost to perform the HR function	((([Hardware costs associated with ownership for your LMS] + [Software costs associated with ownership for your LMS] + [Upgrade and maintenance costs associated with ownership for your LMS] + [Consultancy/third-party costs associated with ownership for your LMS]) / [Total cost to perform the function "develop and manage human capital"]) * 100.0 ((11116 + 11117 + 11118 + 11119) / 10011) * 100.0	

HUMAN CAPITAL MANAGEMENT (HCM)
MANAGE EMPLOYEE INFORMATION (32 MEASURES)

COST EFFECTIVENESS (9 MEASURES)

103728	Total cost to perform the process group "manage employee information" per $1,000 revenue	[Total cost to perform the process group "manage employee information"] / ([Total business entity revenue] * .001) 16580 / (10029 * .001)	✔
103940	Total cost to perform the process group "manage employee information" per business entity employee	[Total cost to perform the process group "manage employee information"] / [Number of business entity employees] 16580 / 10032	✔
101643	Outsourced cost to perform the process group "manage employee information" per current business entity employee	[Outsourced cost to perform the process group "manage employee information"] / [Total number of current employees] 11151 / 98040	
101733	Overhead cost of the process group "manage employee information" per business entity employee	(([Percentage of internal cost to perform the process group "manage employee information" allocated to overhead] * [Internal cost to perform the process group "manage employee information"]) / 100)/ [Number of business entity employees] ((18299 * 11151) / 100)/ 10032	
101731	Overhead cost to perform the process group "manage employee information" per $1,000 revenue	(([Percentage of internal cost to perform the process group "manage employee information" allocated to overhead] * [Internal cost to perform the process group "manage employee information"]) / 100) / ([Total business entity revenue] * 0.001) ((18299 * 11151) / 100) / (10029 * 0.001)	
104059	Personnel cost to perform the process group "manage employee information" per $1,000 revenue	(([Percentage of internal cost to perform the process group "manage employee information" allocated to personnel] * [Internal cost to perform the process group "manage employee information"]) / 100) / ([Total business entity revenue] * .001) ((18297 * 11151) / 100) / (10029 * .001)	
104065	Personnel cost to perform the process group "manage employee information" per business entity employee	(([Percentage of internal cost to perform the process group "manage employee information" allocated to personnel] * [Internal cost to perform the process group "manage employee information"]) / 100) / [Number of business entity employees] ((18297 * 11151) / 100) / 10032	

HUMAN CAPITAL MANAGEMENT (HCM)
MANAGE EMPLOYEE INFORMATION (32 MEASURES)

COST EFFECTIVENESS (9 MEASURES)

103376	Systems cost of the process group "manage employee information" per business entity employee	(([Percentage of internal cost to perform the process group "manage employee information" allocated to systems] * [Internal cost to perform the process group "manage employee information"]) / 100) / [Number of business entity employees] ((18298 * 11151) / 100) / 10032	
103375	Systems cost to perform the process group "manage employee information" per $1,000 revenue	(([Percentage of internal cost to perform the process group "manage employee information" allocated to systems] * [Internal cost to perform the process group "manage employee information"]) / 100) / ([Total business entity revenue] * 0.001) ((18298 * 11151) / 100) / (10029 * 0.001)	

CYCLE TIME (4 MEASURES)

100584	Cycle time in days required to resolve an employee grievance	[Cycle time in days to resolve an employee grievance] 11171	✔
100325	Average time in days to fulfill an ad hoc information request	[Cycle time in days for the function "develop and manage human capital" to fulfill an ad hoc information request] 18650	
100303	Response time in hours for non-routine "manage employee information" inquiries	[Response time in hours for a non-routine inquiry for the process group "manage employee information"] 11182	
100305	Response time in hours for routine "manage employee information" inquiries	[Response time in hours for a routine inquiry for the process group "manage employee information"] 11181	

PROCESS EFFICIENCY (1 MEASURES)

101053	Number of FTEs that perform process group "manage employee information" per $1 billion revenue	[Number of FTEs who perform the process group "manage employee information"] / ([Total business entity revenue] * 0.000000001) 16561 / (10029 * 0.000000001)	✔

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HUMAN CAPITAL MANAGEMENT (HCM)
MANAGE EMPLOYEE INFORMATION (32 MEASURES)

STAFF PRODUCTIVITY (4 MEASURES)

104457	Current number of employees per "manage employee information" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "manage employee information"] + [Number of FTEs who perform the process group "manage employee information" who are middle management/specialist employees] + [Number of operational worker/office staff FTEs who perform the process group "manage employee information"]) 98040 / (11150 + 11150 + 11150)	✔
100489	Number of business entity employees per "manage employee information" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "manage employee information"] 10032 / 16561	✔
101364	Number of non-routine "manage employee information" inquiries per business entity employee	[Number of non-routine inquiries received monthly for the process group "manage employee information"] / [Number of business entity employees] 11176 / 10032	
101400	Number of routine "manage employee information" inquiries per business entity employee	[Number of routine inquiries received monthly for the process group "manage employee information"] / [Number of business entity employees] 11175 / 10032	

SUPPLEMENTAL INFORMATION (14 MEASURES)

100039	Other cost to perform the process group "manage employee information" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "manage employee information" allocated to costs other than personnel, systems, and overhead]*[Internal cost to perform the process group "manage employee information"])/[Total cost to perform the process group "manage employee information"] (18300*11151)/16580	
101652	Outsourced cost of the process group "manage employee information" as a percentage of the total cost to perform the process group	[Outsourced cost to perform the process group "manage employee information"]/[Total cost to perform the process group "manage employee information"]*100 16579/16580*100	

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HUMAN CAPITAL MANAGEMENT (HCM)
MANAGE EMPLOYEE INFORMATION (32 MEASURES)
SUPPLEMENTAL INFORMATION (14 MEASURES)

100056	Overhead cost to perform the process group "manage employee information" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "manage employee information" allocated to overhead]*[Internal cost to perform the process group "manage employee information"])/[Total cost to perform the process group "manage employee information"] (18299*11151)/16580	
101787	Percentage of "manage employee information" inquiries received that are non-routine	[Number of non-routine inquiries received monthly for the process group "manage employee information"]/([Number of routine inquiries received monthly for the process group "manage employee information"]+[Number of non-routine inquiries received monthly for the process group "manage employee information"])*100 11176/(11175+11176)*100	
101788	Percentage of "manage employee information" inquiries received that are routine	[Number of routine inquiries received monthly for the process group "manage employee information"]/([Number of routine inquiries received monthly for the process group "manage employee information"]+[Number of non-routine inquiries received monthly for the process group "manage employee information"])*100 11175/(11175+11176)*100	
101789	Percentage of "manage employee information" inquiries received via channels other than e-mail, phone, and face-to-face	[Percentage of inquiries received monthly for the process group "manage employee information" via channels other than e-mail, phone, and face-to-face interaction] 11180	
101791	Percentage of "manage employee information" inquiries received via digital communication channels	[Percentage of inquiries received for the process group "manage employee information" employees" through digital communication channels] 18647	
101792	Percentage of "manage employee information" inquiries received via e-mail	[Percentage of inquiries received monthly for the process group "manage employee information" via e-mail] 11177	
101794	Percentage of "manage employee information" inquiries received via face-to-face	[Percentage of inquiries received monthly for the process group "manage employee information" via face-to-face interaction] 11179	

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HUMAN CAPITAL MANAGEMENT (HCM)
MANAGE EMPLOYEE INFORMATION (32 MEASURES)
SUPPLEMENTAL INFORMATION (14 MEASURES)

101796	Percentage of "manage employee information" inquiries received via non-digital communication channels	[Percentage of inquiries received for the process group "manage employee information" employees" through non-digital communication channels] 18648	
101797	Percentage of "manage employee information" inquiries received via phone	[Percentage of inquiries received monthly for the process group "manage employee information" via phone] 11178	
100070	Personnel cost to perform the process group "manage employee information" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "manage employee information" allocated to personnel]*[Internal cost to perform the process group "manage employee information"])/[Total cost to perform the process group "manage employee information"] (18297*11151)/16580	
100093	Systems cost to perform the process group "manage employee information" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "manage employee information" allocated to systems]*[Internal cost to perform the process group "manage employee information"])/[Total cost to perform the process group "manage employee information"] (18298*11151)/16580	
100819	Total labor cost to maintain and support HRIS as a percentage of total business entity personnel cost	([Labor cost for full or part-time employees to maintain and support HRIS]+[Labor cost for temporary or contract employees to maintain and support HRIS])/([Personnel cost of business entity FTEs]) * 100 (16571+16573)/(10019) * 100	

HUMAN CAPITAL MANAGEMENT (HCM)
REDPLOY AND RETIRE EMPLOYEES (48 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

103878	Total cost to perform the process group "redeploy and retire employees" per $1,000 revenue	[Total cost to perform the process group "redeploy and retire employees"] / ([Total business entity revenue] * .001) 16580 / (10029 * .001)	✔
103962	Total cost to perform the process group "redeploy and retire employees" per business entity employee	[Total cost to perform the process group "redeploy and retire employees"] / [Number of business entity employees] 16580 / 10032	✔
104061	Personnel cost to perform the process group "redeploy and retire employees" per $1,000 revenue	(([Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to personnel] * [Internal cost to perform the process group "redeploy and retire employees"]) / 100) / ([Total business entity revenue] * .001) ((18292 * 11201) / 100) / (10029 * .001)	
104075	Personnel cost to perform the process group "redeploy and retire employees" per business entity employee	(([Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to personnel] * [Internal cost to perform the process group "redeploy and retire employees"])/ 100) / [Number of business entity employees] ((18292 * 11201)/ 100) / 10032	
104036	Total expatriation cost as a percentage of total cost of continuing operations	([Total expenditure for expatriation] / [Total costs of continuing operations])*100 (11221 / 10031)*100	
104149	Total expenditure for repatriation as a percentage of total cost of continuing operations	([Total expenditure for repatriation] / [Total costs of continuing operations])*100 (11220 / 10031)*100	
104147	Total relocation expenses as a percentage of total cost of continuing operations	([Total cost of relocation expenses paid to employees] / [Total costs of continuing operations])*100 (11218 / 10031)*100	

CYCLE TIME (7 MEASURES)

100523	Cycle time in days for processing an employee's retirement	[Cycle time in days to process an employee's retirement] 11206	✔

HUMAN CAPITAL MANAGEMENT (HCM)
REDEPLOY AND RETIRE EMPLOYEES (48 MEASURES)

CYCLE TIME (7 MEASURES)

100577	Cycle time in days from receipt of leave of absence request to confirmation of approval/non-approval issued to employee	[Cycle time in days from request for leave of absence to confirmation of absence to employee] 11210	✔
100579	Cycle time in days from request for internal transfer to completion of transfer	[Cycle time in days for the internal transfer process] 11212	✔
100525	Cycle time in days from identification of need for expatriation to date of transfer	[Cycle time in days to process an expatriation from identification of need for expatriation to date of transfer] 11223	
100527	Cycle time in days from identification of need for repatriation to date of transfer	[Cycle time in days to process a repatriation from identification of need for repatriation to date of transfer] 11222	
100298	Response time in hours for non-routine "redeploy and retire employees" inquiries	[Response time in hours for a non-routine inquiry for the process group "redeploy and retire employees"] 11234	
100301	Response time in hours for routine "redeploy and retire employees" inquiries	[Response time in hours for a routine inquiry for the process group "redeploy and retire employees"] 11233	

PROCESS EFFICIENCY (8 MEASURES)

101293	Involuntary terminations as a percentage of total business entity employees	([Number of involuntary employee terminations]/[Number of business entity employees])*100 (16597/10032)*100	✔
102166	Middle management/specialists involuntary terminations as a percentage of total involuntary terminations	([Number of involuntary employee terminations for middle management/specialist employees] / [Number of involuntary employee terminations])*100 (16595 / 16597)*100	✔
101124	Number of FTEs that perform process group "redeploy and retire employees" per $1 billion revenue	[Number of FTEs who perform the process group "redeploy and retire employees"] / ([Total business entity revenue] * .000000001) 16578 / (10029 * .000000001)	✔

HUMAN CAPITAL MANAGEMENT (HCM)
REDEPLOY AND RETIRE EMPLOYEES (48 MEASURES)

PROCESS EFFICIENCY (8 MEASURES)

102168	Operational workers/office staff involuntary terminations as a percentage of total involuntary terminations	([Number of involuntary employee terminations for operational worker/office staff employees] / [Number of involuntary employee terminations])*100 (16596 / 16597)*100	✔
102170	Senior management/executives involuntary terminations as a percentage of total involuntary terminations	([Number of involuntary senior management/executive employee terminations] / [Number of involuntary employee terminations])*100 (11216 / 16597)*100	✔
101426	Total terminations as a percentage of total business entity employees	(([Number of voluntary employee terminations]+[Number of involuntary employee terminations])/[Number of business entity employees])*100 ((16594+16597)/10032)*100	✔
101431	Voluntary terminations as a percentage of total business entity employees	([Number of voluntary employee terminations]/ [Number of business entity employees])*100 (16594/10032)*100	✔
101961	Percentage of business entity employees that were redeployed for reasons other than filling a vacancy	[Percentage of employees redeployed for reasons other than filling a vacancy] 11213	

STAFF PRODUCTIVITY (5 MEASURES)

104459	Current number of employees per "redeploy and retire employees" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "redeploy and retire employees"] + [Number of FTEs who perform the process group "redeploy and retire employees" who are middle management/specialist employees] + [Number of operational worker/office staff FTEs who perform the process group "redeploy and retire employees"]) 98040 / (11200 + 11200 + 11200)	✔
100491	Number of business entity employees per "redeploy and retire business entity employees" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "redeploy and retire employees"] 10032 / 16578	✔
101276	Number of internal hires per "redeploy and retire employees" FTE	[Number of vacancies filled by internal candidates] / [Number of FTEs who perform the process group "redeploy and retire employees"] 16591 / 16578	✔

HUMAN CAPITAL MANAGEMENT (HCM)
REDEPLOY AND RETIRE EMPLOYEES (48 MEASURES)

STAFF PRODUCTIVITY (5 MEASURES)

101366	Number of non-routine "redeploy and retire employees" inquiries per business entity employee	[Number of non-routine inquiries received monthly for the process group "redeploy and retire employees"] / [Number of business entity employees] 11228 / 10032	
101402	Number of routine "redeploy and retire employees" inquiries per business entity employee	[Number of routine inquiries received monthly for the process group "redeploy and retire employees"] / [Number of business entity employees] 11227 / 10032	

SUPPLEMENTAL INFORMATION (21 MEASURES)

102300	Middle management/specialists voluntary terminations as a percentage of total involuntary terminations	([Number of voluntary employee terminations for middle management/specialist employees] / [Number of voluntary employee terminations])*100 (16592 / 16594)*100	✔
102814	Operational workers/office staff voluntary terminations as a percentage of total involuntary terminations	([Number of voluntary employee terminations for operational worker/office staff employees] / [Number of voluntary employee terminations])*100 (16593 / 16594)*100	✔
102798	Percentage of vacancies filled by internal candidates for middle management/specialists	([Number of middle management/specialist employee vacancies filled by internal candidates] / [Number of vacancies filled by internal candidates])*100 (16589 / 16591)*100	✔
102800	Percentage of vacancies filled by internal candidates for operational workers/office staff	([Number of operational worker/office staff employee vacancies filled by internal candidates] / [Number of vacancies filled by internal candidates])*100 (16590 / 16591)*100	✔
102802	Percentage of vacancies filled by internal candidates for senior management/executives	([Number of senior management/executive employee vacancies filled by internal candidates] / [Number of vacancies filled by internal candidates])*100 (11211 / 16591)*100	✔
102616	Senior management/executives voluntary terminations as a percentage of total involuntary terminations	([Number of voluntary senior management/executive employee terminations] / [Number of voluntary employee terminations])*100 (11214 / 16594)*100	✔

HUMAN CAPITAL MANAGEMENT (HCM)
REDEPLOY AND RETIRE EMPLOYEES (48 MEASURES)

SUPPLEMENTAL INFORMATION (21 MEASURES)

104125	Employees relocated within a country as a percentage of total business entity employees	([Number of employees relocated within your country] / [Number of business entity employees])*100 (11217 / 10032)*100	
100041	Other cost to perform the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to costs other than personnel, systems, and overhead]*[Internal cost to perform the process group "redeploy and retire employees"])/[Total cost to perform the process group "redeploy and retire employees"] (18295*11201)/16580	
101654	Outsourced cost of the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group	[Outsourced cost to perform the process group "redeploy and retire employees"]/[Total cost to perform the process group "redeploy and retire employees"]*100 16579/16580*100	
100058	Overhead cost to perform the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to overhead]*[Internal cost to perform the process group "redeploy and retire employees"])/[Total cost to perform the process group "redeploy and retire employees"] (18294*11201)/16580	
101813	Percentage of "redeploy and retire employees" inquiries received that are non-routine	[Number of non-routine inquiries received monthly for the process group "redeploy and retire employees"]/([Number of routine inquiries received monthly for the process group "redeploy and retire employees"]+[Number of non-routine inquiries received monthly for the process group "redeploy and retire employees"])*100 11228/(11227+11228)*100	
101814	Percentage of "redeploy and retire employees" inquiries received that are routine	[Number of routine inquiries received monthly for the process group "redeploy and retire employees"]/([Number of routine inquiries received monthly for the process group "redeploy and retire employees"]+[Number of non-routine inquiries received monthly for the process group "redeploy and retire employees"])*100 11227/(11227+11228)*100	

HUMAN CAPITAL MANAGEMENT (HCM)
REDEPLOY AND RETIRE EMPLOYEES (48 MEASURES)

SUPPLEMENTAL INFORMATION (21 MEASURES)

101811	Percentage of "redeploy and retire employees" inquiries received via digital communication channels	[Percentage of inquiries received for the process group "redeploy and retire employees" employees" through digital communication channels] 18632	
102072	Percentage of "redeploy and retire employees" inquiries received via face-to-face	[Percentage of inquiries received monthly for the process group "redeploy and retire" via face-to-face interaction] 11231	
101812	Percentage of "redeploy and retire employees" inquiries received via non-digital communication channels	[Percentage of inquiries received for the process group "redeploy and retire employees" employees" through non-digital communication channels] 18633	
102074	Percentage of "redeploy and retire employees" process inquiries received via channels other than e-mail, phone, and face-to-face	[Percentage of inquiries received monthly for the process group "redeploy and retire" via channels other than e-mail, phone, and face-to-face interaction] 11232	
102076	Percentage of "redeploy and retire employees" process inquiries received via e-mail	[Percentage of inquiries received monthly for the process group "redeploy and retire" via e-mail] 11229	
102078	Percentage of "redeploy and retire employees" process inquiries received via phone	[Percentage of inquiries received monthly for the process group "redeploy and retire" via phone] 11230	
102818	Percentage of the work force that are expatriates	[Percentage of business entity's work force that are expatriates] 11219	
100072	Personnel cost to perform the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to personnel]*[Internal cost to perform the process group "redeploy and retire employees"])/[Total cost to perform the process group "redeploy and retire employees"] (18292*11201)/16580	

HUMAN CAPITAL MANAGEMENT (HCM)
REDEPLOY AND RETIRE EMPLOYEES (48 MEASURES)
SUPPLEMENTAL INFORMATION (21 MEASURES)

| 100095 | Systems cost to perform the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group | ([Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to systems]*[Internal cost to perform the process group "redeploy and retire employees"])/[Total cost to perform the process group "redeploy and retire employees"]

(18293*11201)/16580 | |

REWARD AND RETAIN EMPLOYEES (33 MEASURES)
COST EFFECTIVENESS (7 MEASURES)

103894	Total cost to perform the process group "reward and retain employees" per $1,000 revenue	[Total cost to perform the process group "reward and retain employees"] / ([Total business entity revenue] * .001) 18555 / (10029 * .001)	✔
103966	Total cost to perform the process group "reward and retain employees" per business entity employee	[Total cost to perform the process group "reward and retain employees"] / [Number of business entity employees] 18555 / 10032	✔
100311	Average salary including base, overtime, and variable pay for middle management or specialists	([Total base pay for middle management/specialist employees] + [Total overtime pay for middle management/specialist employees] + [Total variable pay for middle management/specialist employees]) / [Number of middle management/specialist employees] (18568 + 18569 + 18570) / 18431	
100314	Average salary including base, overtime, and variable pay for operational workers or office staff	([Total base pay for operational worker/office staff employees] + [Total overtime pay for operational worker/office staff employees] + [Total variable pay for operational worker/office staff employees]) / [Number of operational worker/office staff employees] (18573 + 18574 + 18580) / 18432	
100317	Average salary including base, overtime, and variable pay for senior management or executives	([Total base pay for senior management/executive employees] + [Total overtime pay for senior management/executive employees] + [Total variable pay for senior management/executive employees]) / [Number of senior management/executive employees] (18563 + 18564 + 18565) / 18430	
104077	Personnel cost to perform the process group "reward and retain employees" per $1,000 revenue	(((Percentage of internal cost to perform the process group "reward and retain employees" allocated to personnel] * [Internal cost to	

		perform the process group "reward and retain employees"]) / 100) / ([Total business entity revenue] * .001) ((18287 * 18553) / 100) / (10029 * .001)	
104062	Personnel cost to perform the process group "reward and retain employees" per business entity employee	(([Percentage of internal cost to perform the process group "reward and retain employees" allocated to personnel] * [Internal cost to perform the process group "reward and retain employees"]) / 100) / [Number of business entity employees] ((18287 * 18553) / 100) / 10032	

CYCLE TIME (2 MEASURES)

100299	Response time in hours for non-routine "reward and retain employees" inquiries	[Response time in hours for a non-routine inquiry for the process group "reward and retain employees"] 11285	
100302	Response time in hours for routine "reward and retain employees" inquiries	[Response time in hours for a routine inquiry for the process group "reward and retain employees"] 11284	

PROCESS EFFICIENCY (1 MEASURES)

101137	Number of FTEs that perform process group "reward and retain employees" per $1 billion revenue	[Number of FTEs who perform the process group "reward and retain employees"] / ([Total business entity revenue] * .000000001) 18547 / (10029 * .000000001)	✔

STAFF PRODUCTIVITY (4 MEASURES)

104460	Current number of employees per "reward and retain employees" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "reward and retain employees"] + [Number of middle management/specialist FTEs who perform the process group "reward and retain employees"] + [Number of operational worker/office staff FTEs who perform the process group "reward and retain employees"]) 98040 / (11250 + 11250 + 11250)	✔
100492	Number of business entity employees per "reward and retain business entity employees" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "reward and retain employees"] 10032 / 18547	✔
101367	Number of non-routine "reward and retain employees" inquiries per business entity employee	[Number of non-routine inquiries received monthly for the process group "reward and retain employees"] / [Number of business entity employees] 11279 / 10032	

HUMAN CAPITAL MANAGEMENT (HCM)
REWARD AND RETAIN EMPLOYEES (33 MEASURES)

STAFF PRODUCTIVITY (4 MEASURES)

101403	Number of routine "reward and retain employees" inquiries per business entity employee	[Number of routine inquiries received monthly for the process group "reward and retain employees"] / [Number of business entity employees] 11278 / 10032	

SUPPLEMENTAL INFORMATION (19 MEASURES)

100115	Base pay per middle management or specialist employee	[Total base pay for middle management/specialist employees] / [Number of middle management/specialist employees] 18568 / 18431	
100118	Base pay per operational worker or office staff employee	[Total base pay for operational worker/office staff employees] / [Number of operational worker/office staff employees] 18573 / 18432	
100121	Base pay per senior management or executive employee	[Total base pay for senior management/executive employees] / [Number of senior management/executive employees] 18563 / 18430	
100907	Number of days absent per employee excluding maternity and paternity leave	[Number of days absent due to sickness excluding maternity and paternity leave per employee] 18576	
100909	Number of days absent per employee including maternity and paternity leave	[Number of days absent due to sickness, maternity, and paternity leave per employee] 18575	
100233	Number of vacation days per year per employee	[Number of vacation days per year per employee] 11266	
100033	Other cost to perform the process group "reward and retain employees" as a percentage of total cost to perform the process	([Percentage of internal cost to perform the process group "reward and retain employees" allocated to costs other than personnel, systems, and overhead]*[Internal cost to perform the process group "reward and retain employees"])/[Total cost to perform the process group "reward and retain employees"] (18290*18553)/18555	

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HUMAN CAPITAL MANAGEMENT (HCM)
REWARD AND RETAIN EMPLOYEES (33 MEASURES)

SUPPLEMENTAL INFORMATION (19 MEASURES)

101648	Outsourced cost of the process group "reward and retain employees" as a percentage of the total cost to perform the process group	[Outsourced cost to perform the process group "reward and retain employees"]/[Total cost to perform the process group "reward and retain employees"]*100 18554/18555*100	
100052	Overhead cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "reward and retain employees" allocated to overhead]*[Internal cost to perform the process group "reward and retain employees"])/[Total cost to perform the process group "reward and retain employees"] (18289*18553)/18555	
101817	Percentage of "reward and retain employees" inquiries received that are non-routine	[Number of non-routine inquiries received monthly for the process group "reward and retain employees"]/([Number of routine inquiries received monthly for the process group "reward and retain employees"]+[Number of non-routine inquiries received monthly for the process group "reward and retain employees"])*100 11279/(11278+11279)*100	
101818	Percentage of "reward and retain employees" inquiries received that are routine	[Number of routine inquiries received monthly for the process group "reward and retain employees"]/([Number of routine inquiries received monthly for the process group "reward and retain employees"]+[Number of non-routine inquiries received monthly for the process group "reward and retain employees"])*100 11278/(11278+11279)*100	
101819	Percentage of "reward and retain employees" inquiries received via channels other than e-mail, phone, and face-to-face	[Percentage of inquiries received monthly for the process group "reward and retain employees" via channels other than e-mail, phone, and face-to-face interaction] 11283	
101821	Percentage of "reward and retain employees" inquiries received via digital communication channels	[Percentage of inquiries received for the process group "reward and retain employees" through digital communication channels] 18577	
101822	Percentage of "reward and retain employees" inquiries received via e-mail	[Percentage of inquiries received monthly for the process group "reward and retain employees" via e-mail] 11280	

HUMAN CAPITAL MANAGEMENT (HCM)
REWARD AND RETAIN EMPLOYEES (33 MEASURES)

SUPPLEMENTAL INFORMATION (19 MEASURES)

101815	Percentage of "reward and retain employees" inquiries received via face-to-face	[Percentage of inquiries received monthly for the process group "reward and retain employees" via face-to-face interaction] 11282	
101824	Percentage of "reward and retain employees" inquiries received via non-digital communication channels	[Percentage of inquiries received for the process group "reward and retain employees" through non-digital communication channels] 18578	
101825	Percentage of "reward and retain employees" inquiries received via phone	[Percentage of inquiries received monthly for the process group "reward and retain employees" via phone] 11281	
100074	Personnel cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "reward and retain employees" allocated to personnel]*[Internal cost to perform the process group "reward and retain employees"])/[Total cost to perform the process group "reward and retain employees"] (18287*18553)/18555	
100089	Systems cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "reward and retain employees" allocated to systems]*[Internal cost to perform the process group "reward and retain employees"])/[Total cost to perform the process group "reward and retain employees"] (18288*18553)/18555	

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HUMAN CAPITAL MANAGEMENT (HCM)
SOURCE, RECRUIT, AND SELECT EMPLOYEES (46 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

103877	Total cost to perform the process group "recruit, source, and select employees" per $1,000 revenue	[Total cost to perform the process group "recruit, source, and select"] / ([Total business entity revenue] * .001) 18510 / (10029 * .001)	✔
103956	Total cost to perform the process group "recruit, source, and select employees" per business entity employee	[Total cost to perform the process group "recruit, source, and select"] / [Number of business entity employees] 18510 / 10032	✔
103958	Total cost to perform the process group "recruit, source, and select employees" per new hire	[Total cost to perform the process group "recruit, source, and select"] / [Total number of new hires] 18510 / 18527	✔
104060	Personnel cost to perform the process group "recruit, source, and select employees" per $1,000 revenue	((([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to personnel] /100) * [Internal cost to perform the process group "recruit, source, and select"])/ ([Total business entity revenue] * 0.001) ((18266 /100) * 18508)/ (10029 * 0.001)	
104071	Personnel cost to perform the process group "recruit, source, and select employees" per business entity employee	((([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to personnel] * [Internal cost to perform the process group "recruit, source, and select"]) / 100) / [Number of business entity employees] ((18266 * 18508) / 100) / 10032	
104067	Personnel cost to perform the process group "recruit, source, and select employees" per new hire	((([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to personnel] * [Internal cost to perform the process group "recruit, source, and select"])/100) /[Total number of new hires] ((18266 * 18508)/100) /18527	
104093	Systems cost to perform process group "recruit, source, and select employees" per $1,000 revenue	((([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to systems] /100) * [Internal cost to perform the process group "recruit, source, and select"]) / ([Total business entity revenue] * 0.001) ((18267 /100) * 18508) / (10029 * 0.001)	

HUMAN CAPITAL MANAGEMENT (HCM)
SOURCE, RECRUIT, AND SELECT EMPLOYEES (46 MEASURES)

CYCLE TIME (5 MEASURES)

ID	Measure	Definition	
100565	Cycle time in days from approval of job requisition to acceptance of job offer	[Cycle time in days from approval of job requisition to acceptance of job offer] 18536	✔
100569	Cycle time in days from identifying the need to hire a new employee to approval of the job requisition	[Cycle time in days from identifying the need to hire a new employee to approval of job requisition] 18535	✔
100571	Cycle time in days from job acceptance until new hire begins in the agreed position	[Cycle time in days from job offer acceptance until new hire begins in the agreed position, including time for orientation and initial set-up] 18537	✔
100304	Response time in hours for non-routine "recruit, source, and select employees" inquiries	[Response time in hours for a non-routine inquiry for the process group "recruit, source, and select employees"] 11334	
100306	Response time in hours for routine "recruit, source, and select employees" inquiries	[Response time in hours for a routine inquiry for the process group "recruit, source, and select employees"] 11333	

PROCESS EFFICIENCY (9 MEASURES)

ID	Measure	Definition	
101123	Number of FTEs that perform process group "recruit, source, and select employees" per $1 billion revenue	[Number of FTEs who perform the process group "recruit, source, and select employees"] / ([Total business entity revenue] * .000000001) 18500 / (10029 * .000000001)	✔
100801	Job offer acceptance rate for middle management/specialists	[Job offer acceptance rate for middle management/specialist employees] 11311	
100804	Job offer acceptance rate for operational workers/office staff	[Job offer acceptance rate for operational worker/office staff employees] 11311	
100807	Job offer acceptance rate for senior management/executives	[Job offer acceptance rate for senior management/executive employees] 11311	
100869	New hire satisfaction rate for the recruiting process	[Latest captured satisfaction rate of new hires with the recruiting experience] 11326	

HUMAN CAPITAL MANAGEMENT (HCM)
SOURCE, RECRUIT, AND SELECT EMPLOYEES (46 MEASURES)

PROCESS EFFICIENCY (9 MEASURES)

102290	Percentage of middle management/specialist new hire retention after 12 months	[Percentage of middle management/specialist employees who joined in the past 12 months that are still within your business entity] 11317	
102319	Percentage of operational worker/office staff new hire retention after 12 months	[Percentage of operational worker/office staff employees who joined in the past 12 months who are still within your business entity] 11318	
102606	Percentage of senior management/executive new hire retention after 12 months	[Percentage of senior management/executive employees who joined in the past 12 months that are still within your business entity] 11316	
102613	Percentage of senior management/executive positions filled by internal promotion for the past 3 years	[Percentage of management positions filled by internal promotion versus external recruitment for senior management/executive employees for the past three years] 18532	

STAFF PRODUCTIVITY (5 MEASURES)

104461	Current number of employees per "recruit, source, and select employees" FTE	[Total number of current employees] / ([Number of senior management/executive FTEs who perform the process group "recruit, source, and select employees"] + [Number of middle operational worker/office staff FTEs who perform the process group "recruit, source, and select employees"] + [Number of middle management/specialist FTEs who perform the process group "recruit, source, and select employees"]) 98040 / (11300 + 11300 + 11300)	✔
100493	Number of business entity employees per "recruit, source, and select business entity employees" FTE	[Number of business entity employees] / [Number of FTEs who perform the process group "recruit, source, and select employees"] 10032 / 18500	✔
101348	Number of new hires per "recruit, source, and select employees" FTE	[Total number of new hires] / [Number of FTEs who perform the process group "recruit, source, and select employees"] 18527 / 18500	✔

HUMAN CAPITAL MANAGEMENT (HCM)
SOURCE, RECRUIT, AND SELECT EMPLOYEES (46 MEASURES)

STAFF PRODUCTIVITY (5 MEASURES)

101365	Number of non-routine "recruit, source, and select employees" inquiries per business entity employee	[Number of non-routine inquiries received monthly for the process group "recruit, source, and select employees"] / [Number of business entity employees] 11328 / 10032	
101401	Number of routine "recruit, source, and select employees" inquiries per business entity employee	[Number of routine inquiries received monthly for the process group "recruit, source, and select employees"] / [Number of business entity employees] 11327 / 10032	

SUPPLEMENTAL INFORMATION (20 MEASURES)

101837	Percentage of new hires that originated from employee referrals	[Percentage of new hires from internal employee referrals] 11322	✔
101342	Middle management/specialists new hires as a percentage of total new hires	([Number of middle management/specialist employee new hires] / [Total number of new hires]) * 100 (18525 / 18527) * 100	
101340	New employees as a percentage of total business entity employees	([Total number of new hires] / [Number of business entity employees]) * 100 (18527 / 10032) * 100	
101344	Operational workers/office staff new hires as a percentage of total new hires	([Number of operational worker/office staff new hires] / [Total number of new hires]) * 100 (18526 / 18527) * 100	
100029	Other cost to perform the process group "recruit, source, and select employees" as a percentage of total cost to perform the process	([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to costs other than personnel, systems, and overhead]*[Internal cost to perform the process group "recruit, source, and select"])/[Total cost to perform the process group "recruit, source, and select"] (18269*18508)/18510	
101637	Outsourced cost of the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	[Outsourced cost to perform the process group "recruit, source, and select"]/[Total cost to perform the process group "recruit, source, and select"]*100 18509/18510*100	

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HUMAN CAPITAL MANAGEMENT (HCM)
SOURCE, RECRUIT, AND SELECT EMPLOYEES (46 MEASURES)
SUPPLEMENTAL INFORMATION (20 MEASURES)

100046	Overhead cost to perform the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to overhead]*[Internal cost to perform the process group "recruit, source, and select"])/[Total cost to perform the process group "recruit, source, and select"] (18268*18508)/18510	
101801	Percentage of "recruit, source, and select employees" inquiries received that are non-routine	[Number of non-routine inquiries received monthly for the process group "recruit, source, and select employees"]/([Number of routine inquiries received monthly for the process group "recruit, source, and select employees"]+ [Number of non-routine inquiries received monthly for the process group "recruit, source, and select employees"])*100 11328/(11327+ 11328)*100	
101802	Percentage of "recruit, source, and select employees" inquiries received that are routine	[Number of routine inquiries received monthly for the process group "recruit, source, and select employees"]/([Number of routine inquiries received monthly for the process group "recruit, source, and select employees"]+ [Number of non-routine inquiries received monthly for the process group "recruit, source, and select employees"])*100 11327/(11327+ 11328)*100	
101805	Percentage of "recruit, source, and select employees" inquiries received via channels other than e-mail, phone, and face-to-face	[Percentage of inquiries received monthly for the process group "recruit, source, and select employees" via channels other than e-mail, phone, and face-to-face interaction] 11332	
101803	Percentage of "recruit, source, and select employees" inquiries received via digital communication channels	[Percentage of inquiries received for the process group "recruit, source and select employees" through digital communication channels] 18539	
101804	Percentage of "recruit, source, and select employees" inquiries received via e-mail	[Percentage of the total inquiries received monthly for the process group "recruit, source, and select employees" via e-mail] 11329	
101806	Percentage of "recruit, source, and select employees" inquiries received via face-to-face	[Percentage of inquiries received monthly for the process group "recruit, source, and select employees" via face-to-face interaction] 11331	

HUMAN CAPITAL MANAGEMENT (HCM)
SOURCE, RECRUIT, AND SELECT EMPLOYEES (46 MEASURES)

SUPPLEMENTAL INFORMATION (20 MEASURES)

101808	Percentage of "recruit, source, and select employees" inquiries received via non-digital communication channels	[Percentage of inquiries received for the process group "recruit, source and select employees" through non-digital communication channels] 18540	
101809	Percentage of "recruit, source, and select employees" inquiries received via phone	[Percentage of inquiries received monthly for the process group "recruit, source, and select employees" via phone] 11330	
102297	Percentage of middle management/specialist positions filled by internal promotion for the past 3 years	[Percentage of management positions filled by internal promotion versus external recruitment for middle management/specialist employees for the past three years] 18533	
102326	Percentage of operational workers/office staff positions filled by internal promotion for the past 3 years	[Percentage of management positions filled by internal promotion versus external recruitment for operational worker/office staff employees for the past three years] 18534	
100062	Personnel cost to perform the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to personnel]*[Internal cost to perform the process group "recruit, source, and select"])/[Total cost to perform the process group "recruit, source, and select"] (18266*18508)/18510	
101346	Senior management/executives new hires as a percentage of total new hires	([Number of senior management/executive new hires] / [Total number of new hires]) * 100 (18524 / 18527) * 100	
100083	Systems cost to perform the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	([Percentage of internal cost to perform the process group "recruit, source, and select" allocated to systems]*[Internal cost to perform the process group "recruit, source, and select"])/[Total cost to perform the process group "recruit, source, and select"] (18267*18508)/18510	

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INNOVATION
INNOVATION (41 MEASURES)

COST EFFECTIVENESS (6 MEASURES)

101764	Percentage growth in R&D cost over the past three reporting periods	((([Costs of research and development (R&D)] - [Research and development (R&D) costs over the past three reporting periods]) / [Research and development (R&D) costs over the past three reporting periods]) * 100.0 ((10308 - 10308) / 10308) * 100.0	✔
104143	Total R&D cost per $1,000 revenue for the current reporting period	[Costs of research and development (R&D)] / ([Total business entity revenue] * 0.0010) 10308 / (10029 * 0.0010)	✔
104146	Total R&D cost per business entity employee for the current reporting period	[Costs of research and development (R&D)] / [Number of business entity employees] 10308 / 10032	✔
100406	Compound annual growth rate of R&D costs over the past three reporting periods	(((([Costs of research and development (R&D)] / [Research and development (R&D) costs over the past three reporting periods]) ^ 0.3333) - 1) * 100.0 (((10308 / 10308) ^ 0.3333) - 1) * 100.0	
104141	Total R&D cost as a percentage of revenue for the current reporting period	([Costs of research and development (R&D)] / [Total business entity revenue]) * 100.0 (10308 / 10029) * 100.0	
104142	Total R&D cost as a percentage of revenue over the past three reporting periods	([Research and development (R&D) costs over the past three reporting periods] / [Total revenue over the past three reporting periods]) * 100.0 (10308 / 10306) * 100.0	

CYCLE TIME (1 MEASURES)

100383	Average time-to-profitability in months for new product/service development projects	[Average time-to-profitability in months for new product/service development projects] 10319	✔

PROCESS EFFICIENCY (8 MEASURES)

100511	Customer retention rate	[Customer retention rate for all customers] 10320	✔
101337	Number of new businesses launched over the past three reporting periods per $1 billion revenue	[Number of new businesses/services launched over the past three years] / ([Total business entity revenue] * 0.000000001) 10314 / (10029 * 0.000000001)	✔

INNOVATION

INNOVATION (41 MEASURES)

PROCESS EFFICIENCY (8 MEASURES)

101339	Number of new businesses launched over the past three reporting periods per $100 million R&D spend	[Number of new businesses/services launched over the past three years] / ([Research and development (R&D) costs over the past three reporting periods] * 0.000000010) 10314 / (10308 * 0.000000010)	✔
102526	Percentage of revenue from products launched in the past year	[Percentage of revenue from products/services launched in the last 12-month reporting period] 10317	✔
100734	Fixed asset turnover	[Total business entity revenue] / [Net book value of fixed assets] 10029 / 10312	
101754	Percentage of new idea development from internal sources	[Percentage of new ideas from internal sources] 10324	
102573	Percentage of sales orders delivered on time	[Percentage of sales orders delivered on time] 10321	
102827	Percentage of sales orders delivered on time over the past three reporting periods	[Percentage of sales orders delivered on time over the past three reporting periods] 10321	

PRODUCT/SERVICE INNOVATION (1 MEASURES)

104484	Average time-to-market in days for all products	[Average time-to-market in days for all products] 10318	

STAFF PRODUCTIVITY (2 MEASURES)

102644	Percentage of employees tasked with at least one innovation goal	[Percentage of employees tasked with at least one innovation goal] 10334	
103159	Revenue per employee for the current reporting period	[Total business entity revenue] / [Number of business entity employees] 10029 / 10032	

INNOVATION

INNOVATION (41 MEASURES)

SUPPLEMENTAL INFORMATION (23 MEASURES)

100405	Compounded annual growth rate in earnings before interest, tax, depreciation and amortization over the past three reporting periods	(((([Earnings before interest, taxes, depreciation and amortization for the current 12-month period] /[Earnings before interest, taxes, depreciation and amortization over the past three reporting periods]) ^ 0.3333) - 1) * 100.0 (((10311 /10311) ^ 0.3333) - 1) * 100.0	
100407	Compounded annual growth rate of revenue over the past three reporting periods	(((([Total business entity revenue] / [Total revenue over the past three reporting periods]) ^ 0.3333) - 1) * 100.0 (((10029 / 10306) ^ 0.3333) - 1) * 100.0	
100684	EBITDA margin (current reporting period)	([Earnings before interest, taxes, depreciation and amortization for the current 12-month period] / [Total business entity revenue]) * 100.0 (10311 / 10029) * 100.0	
100789	Inventory days of supply	[Inventory days of supply] 10313	
101763	Percentage growth in EBITDA over the past three reporting periods	((([Earnings before interest, taxes, depreciation and amortization for the current 12-month period] - [Earnings before interest, taxes, depreciation and amortization over the past three reporting periods]) / [Earnings before interest, taxes, depreciation and amortization over the past three reporting periods]) * 100.0 ((10311 - 10311) / 10311) * 100.0	
101998	Percentage of external ideas from clients/customers	[Percentage of external ideas from clients/customers] 10354	
101999	Percentage of external ideas from competitors	[Percentage of external ideas from competitors] 10354	
102000	Percentage of external ideas from consultants	[Percentage of external ideas from consultants] 10354	
102001	Percentage of external ideas from other sources	[Percentage of external ideas from other sources] 10354	

INNOVATION

INNOVATION (41 MEASURES)

SUPPLEMENTAL INFORMATION (23 MEASURES)

102002	Percentage of external ideas from partners	[Percentage of external ideas from partners] 10354	
102003	Percentage of external ideas from suppliers	[Percentage of external ideas from suppliers] 10354	
104401	Percentage of new ideas from external sources	[Percentage of new ideas from external sources] 10324	
100675	Percentage of revenue attributed to direct sources for the current period	[Percentage of revenue attributed to direct sources for the current period] 10315	
100676	Percentage of revenue attributed to direct sources three reporting periods ago	[Percentage of revenue attributed to direct sources over the past three reporting periods] 10315	
100685	Percentage of revenue attributed to e-commerce for the current period	[Percentage of revenue attributed to e-commerce for the current period] 10315	
100686	Percentage of revenue attributed to e-commerce three reporting periods ago	[Percentage of revenue attributed to e-commerce over the past three reporting periods] 10315	
100773	Percentage of revenue attributed to indirect sources for the current period	[Percentage of revenue attributed to indirect sources for the current period] 10315	
100772	Percentage of revenue attributed to indirect sources three reporting periods ago	[Percentage of revenue attributed to indirect sources three reporting periods ago] 10315	
102128	Percentage of total innovation spend allocated to categories other than enhancements, extensions, and new or white space opportunities	[Percentage of total innovation spend allocated to other categories] 10338	
102125	Percentage of total innovation spend allocated to enhancements to existing products/processes/business models	[Percentage of total innovation spend allocated to enhancements to existing products/processes/business models] 10338	

INNOVATION

INNOVATION (41 MEASURES)

SUPPLEMENTAL INFORMATION (23 MEASURES)

102126	Percentage of total innovation spend allocated to major extensions to existing products/processes/business models	[Percentage of total innovation spend allocated to major extensions to products/processes/business models] 10338	
102127	Percentage of total innovation spend allocated to new or white space opportunities	[Percentage of total innovation spend allocated to new or white space opportunities] 10338	
102831	Revenue growth over the past three reporting periods	((([Total business entity revenue] - [Total revenue over the past three reporting periods]) / [Total revenue over the past three reporting periods]) * 100.0 ((10029 - 10306) / 10306) * 100.0	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

ID	Measure	Formula	
100441	Total cost of IT development and maintenance per $1,000 revenue	((([Percentage of IT cost allocated to the process group "manage enterprise information"]+[Percentage of IT cost allocated to the process group "develop and maintain information technology solutions"])/100) * [IT costs during the past year])/([Total business entity revenue] * 0.001) ((((18366+18367)/100) * 12881)/(10029 * 0.001)	✔
100443	Total cost of IT operations per $1,000 revenue	((([Percentage of IT cost allocated to the process group "deploy IT solutions"]+[Percentage of IT cost allocated to the process group "deliver and support IT services"])/100) * [IT costs during the past year])/([Total business entity revenue] * 0.001) ((((18368+18369)/100) * 12881)/(10029 * 0.001)	✔
100445	Total cost of IT planning and management per $1,000 revenue	((([Percentage of IT cost allocated to the process group "manage the business of information technology"]+[Percentage of IT cost allocated to the process group "develop and manage IT customer relationships"]+[Percentage of IT cost allocated to the process group "manage business resiliency and risk"]+[Percentage of IT cost for the process group "manage IT knowledge"])/100) * [IT costs during the past year])/([Total business entity revenue] * 0.001) ((((18363+18364+18365+18370)/100) * 12881)/(10029 * 0.001)	✔
104095	Total IT budget as a percentage of revenue	([IT budget for the past year] / [Total business entity revenue]) * 100.0 (12882 / 10029) * 100.0	✔
104105	Total IT cost per $1,000 revenue	[IT costs during the past year] / ([Total business entity revenue] * 0.0010) 12881 / (10029 * 0.0010)	✔
104494	Total IT costs per IT function FTE	[IT costs during the past year]/[Number of FTEs who perform the function "manage information technology"] 12881/12857	✔
100798	IT expense per employee	[IT costs during the past year] / [Number of business entity employees] 12881 / 10032	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

101469	Other cost of the process "define enterprise information architecture" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.000010) 13032 / (10029 * 0.000010)	
101484	Other cost of the process "develop information and content management strategies" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.000010) 13026 / (10029 * 0.000010)	
101497	Other cost of the process "manage information resources" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "manage information resources"] / ([Total business entity revenue] * 0.000010) 13038 / (10029 * 0.000010)	
101509	Other cost of the process "perform enterprise data and content management" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.000010) 13044 / (10029 * 0.000010)	
101475	Other cost of the process group "deliver and support information technology services" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process group "deliver and support IT service"] / ([Total business entity revenue] * 0.000010) 13109 / (10029 * 0.000010)	
101476	Other cost of the process group "deploy information technology solutions" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process group "deploy IT solutions"] / ([Total business entity revenue] * 0.000010) 13103 / (10029 * 0.000010)	
101482	Other cost of the process group "develop and maintain information technology solutions" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "develop and maintain information technology solutions"] / ([Total business entity revenue] * 0.000010) 13050 / (10029 * 0.000010)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

ID	Measure	Formula	
101483	Other cost of the process group "develop and manage information technology customer relationships" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process group "develop and manage IT customer relationships"] / ([Total business entity revenue] * 0.000010) 12964 / (10029 * 0.000010)	
101498	Other cost of the process group "manage IT knowledge" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process group "manage IT knowledge"] / ([Total business entity revenue] * 0.000010) 12976 / (10029 * 0.000010)	
101503	Other cost of the process group "manage the business of information technology" per $100,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process group "manage the business of IT"] / ([Total business entity revenue] * 0.000010) 12958 / (10029 * 0.000010)	
101612	Outsourced cost of the process "define enterprise information architecture" per $100,000 revenue	[Outsourced cost to perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.000010) 13033 / (10029 * 0.000010)	
101619	Outsourced cost of the process "develop information and content management strategies" per $100,000 revenue	[Outsourced cost to perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.000010) 13027 / (10029 * 0.000010)	
101625	Outsourced cost of the process "manage information resources" per $100,000 revenue	[Outsourced cost to perform the process "manage information resources"] / ([Total business entity revenue] * 0.000010) 13039 / (10029 * 0.000010)	
101629	Outsourced cost of the process "perform enterprise data and content management" per $100,000 revenue	[Outsourced cost to perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.000010) 13045 / (10029 * 0.000010)	
101613	Outsourced cost of the process group "deliver and support information technology services" per $100,000 revenue	[Outsourced costs to perform the process group "deliver and support IT service"] / ([Total business entity revenue] * 0.000010) 13110 / (10029 * 0.000010)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

101614	Outsourced cost of the process group "deploy information technology solutions" per $100,000 revenue	[Outsourced cost to perform the process group "deploy IT solutions"] / ([Total business entity revenue] * 0.000010) 13104 / (10029 * 0.000010)
101617	Outsourced cost of the process group "develop and maintain information technology solutions" per $100,000 revenue	[Outsourced cost to perform the process "develop and maintain information technology solutions"] / ([Total business entity revenue] * 0.000010) 13051 / (10029 * 0.000010)
101618	Outsourced cost of the process group "develop and manage information technology customer relationships" per $100,000 revenue	[Outsourced cost to perform the process group "develop and manage IT customer relationships"] / ([Total business entity revenue] * 0.000010) 12965 / (10029 * 0.000010)
101626	Outsourced cost of the process group "manage IT knowledge" per $100,000 revenue	[Outsourced cost to perform the process group "manage IT knowledge"] / ([Total business entity revenue] * 0.000010) 12977 / (10029 * 0.000010)
101627	Outsourced cost of the process group "manage the business of information technology" per $100,000 revenue	[Outsourced cost to perform the process group "manage the business of IT"] / ([Total business entity revenue] * 0.000010) 12959 / (10029 * 0.000010)
101672	Overhead cost of the process "define enterprise information architecture" per $100,000 revenue	[Overhead cost to perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.000010) 13031 / (10029 * 0.000010)
101687	Overhead cost of the process "develop information and content management strategies" per $100,000 revenue	[Overhead cost to perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.000010) 13025 / (10029 * 0.000010)
101700	Overhead cost of the process "manage information resources" per $100,000 revenue	[Overhead cost to perform the process "manage information resources"] / ([Total business entity revenue] * 0.000010) 13037 / (10029 * 0.000010)
101712	Overhead cost of the process "perform enterprise data and content management" per $100,000 revenue	[Overhead cost to perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.000010) 13043 / (10029 * 0.000010)

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

101678	Overhead cost of the process group "deliver and support information technology services" per $100,000 revenue	[Overhead cost to perform the process group "deliver and support IT service"] / ([Total business entity revenue] * 0.000010) 13108 / (10029 * 0.000010)	
101679	Overhead cost of the process group "deploy information technology solutions" per $100,000 revenue	[Overhead cost to perform the process group "deploy IT solutions"] / ([Total business entity revenue] * 0.000010) 13102 / (10029 * 0.000010)	
101685	Overhead cost of the process group "develop and maintain information technology solutions" per $100,000 revenue	[Overhead cost to perform the process "develop and maintain information technology solutions"] / ([Total business entity revenue] * 0.000010) 13049 / (10029 * 0.000010)	
101686	Overhead cost of the process group "develop and manage IT customer relationships" per $100,000 revenue	[Overhead cost to perform the process group "develop and manage IT customer relationships"] / ([Total business entity revenue] * 0.000010) 12963 / (10029 * 0.000010)	
101701	Overhead cost of the process group "manage IT knowledge" per $100,000 revenue	[Overhead cost to perform the process group "manage IT knowledge"] / ([Total business entity revenue] * 0.000010) 12975 / (10029 * 0.000010)	
101706	Overhead cost of the process group "manage the business of information technology" per $100,000 revenue	[Overhead cost to perform the process group "manage the business of IT"] / ([Total business entity revenue] * 0.000010) 12957 / (10029 * 0.000010)	
102877	Personnel cost of the process "define enterprise information architecture" per $1,000 revenue	[Personnel cost to perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.0010) 13029 / (10029 * 0.0010)	
102901	Personnel cost of the process "develop information and content management strategies" per $1,000 revenue	[Personnel cost to perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.0010) 13023 / (10029 * 0.0010)	
102950	Personnel cost of the process "manage information resources" per $1,000 revenue	[Personnel cost to perform the process "manage information resources"] / ([Total business entity revenue] * 0.0010) 13035 / (10029 * 0.0010)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

102983	Personnel cost of the process "perform enterprise data and content management" per $1,000 revenue	[Personnel cost to perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.0010) 13041 / (10029 * 0.0010)	
102885	Personnel cost of the process group "deliver and support information technology services" per $1,000 revenue	[Personnel cost to perform the process group "deliver and support IT service"] / ([Total business entity revenue] * 0.0010) 13106 / (10029 * 0.0010)	
102888	Personnel cost of the process group "deploy information technology solutions" per $1,000 revenue	[Personnel cost to perform the process group "deploy IT solutions"] / ([Total business entity revenue] * 0.0010) 13100 / (10029 * 0.0010)	
104353	Personnel cost of the process group "develop and maintain information technology solutions" per $1,000 revenue	[Personnel cost to perform the process "develop and maintain information technology solutions"] / ([Total business entity revenue] * 0.0010) 13047 / (10029 * 0.0010)	
102898	Personnel cost of the process group "develop and manage IT customer relationships" per $1,000 revenue	[Personnel cost to perform the process group "develop and manage IT customer relationships"] / ([Total business entity revenue] * 0.0010) 12961 / (10029 * 0.0010)	
102953	Personnel cost of the process group "manage IT knowledge" per $1,000 revenue	[Personnel cost to perform the process group "manage IT knowledge"] / ([Total business entity revenue] * 0.0010) 12973 / (10029 * 0.0010)	
102963	Personnel cost of the process group "manage the business of information technology" per $1,000 revenue	[Personnel cost to perform the process group "manage the business of IT"] / ([Total business entity revenue] * 0.0010) 12955 / (10029 * 0.0010)	
103238	Systems cost of the process "define enterprise information architecture" per $100,000 revenue	[Systems cost to perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.000010) 13030 / (10029 * 0.000010)	
103263	Systems cost of the process "develop information and content management strategies" per $100,000 revenue	[Systems cost to perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.000010) 13024 / (10029 * 0.000010)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

103298	Systems cost of the process "manage information resources" per $100,000 revenue	[Systems cost to perform the process "manage information resources"] / ([Total business entity revenue] * 0.000010) 13036 / (10029 * 0.000010)
103326	Systems cost of the process "perform enterprise data and content management" per $100,000 revenue	[Systems cost to perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.000010) 13042 / (10029 * 0.000010)
103246	Systems cost of the process group "deliver and support information technology services" per $100,000 revenue	[Systems cost to perform the process group "deliver and support IT service"] / ([Total business entity revenue] * 0.000010) 13107 / (10029 * 0.000010)
103249	Systems cost of the process group "deploy information technology solutions" per $100,000 revenue	[Systems cost to perform the process group "deploy IT solutions"] / ([Total business entity revenue] * 0.000010) 13101 / (10029 * 0.000010)
103257	Systems cost of the process group "develop and maintain information technology solutions" per $100,000 revenue	[Systems cost to perform the process "develop and maintain information technology solutions"] / ([Total business entity revenue] * 0.000010) 13048 / (10029 * 0.000010)
103260	Systems cost of the process group "develop and manage IT customer relationships" per $100,000 revenue	[Systems cost to perform the process group "develop and manage IT customer relationships"] / ([Total business entity revenue] * 0.000010) 12962 / (10029 * 0.000010)
103301	Systems cost of the process group "manage IT knowledge" per $100,000 revenue	[Systems cost to perform the process group "manage IT knowledge"] / ([Total business entity revenue] * 0.000010) 12974 / (10029 * 0.000010)
103310	Systems cost of the process group "manage the business of information technology" per $100,000 revenue	[Systems cost to perform the process group "manage the business of IT"] / ([Total business entity revenue] * 0.000010) 12956 / (10029 * 0.000010)
103597	Total cost of the process "define enterprise information architecture" per $1,000 revenue	[Total cost to perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.0010) 13034 / (10029 * 0.0010)

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
COST EFFECTIVENESS (71 MEASURES)

103641	Total cost of the process "develop information and content management strategies" per $1,000 revenue	[Total cost to perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.0010) 13028 / (10029 * 0.0010)	
103731	Total cost of the process "manage information resources" per $1,000 revenue	[Total cost to perform the process "manage information resources"] / ([Total business entity revenue] * 0.0010) 13040 / (10029 * 0.0010)	
103759	Total cost of the process "manage the business of IT" per $1,000 revenue	((([Percentage of IT cost allocated to the process group "manage the business of information technology"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18363/100) * 12881) / (10029 * 0.0010)	
103806	Total cost of the process "perform enterprise data and content management" per $1,000 revenue	[Total cost to perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.0010) 13046 / (10029 * 0.0010)	
103612	Total cost of the process group "deliver and support information technology services" per $1,000 revenue	((([Percentage of IT cost allocated to the process group "deliver and support IT services"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18369/100) * 12881) / (10029 * 0.0010)	
103614	Total cost of the process group "deploy information technology solutions" per $1,000 revenue	((([Percentage of IT cost allocated to the process group "deploy IT solutions"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18368/100) * 12881) / (10029 * 0.0010)	
103636	Total cost of the process group "develop and maintain information technology solutions" per $1,000 revenue	((([Percentage of IT cost allocated to the process group "develop and maintain information technology solutions"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18367/100) * 12881) / (10029 * 0.0010)	
103639	Total cost of the process group "develop and manage IT customer relationships" per $1,000 revenue	((([Percentage of IT cost allocated to the process group "develop and manage IT customer relationships"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18364/100) * 12881) / (10029 * 0.0010)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)

COST EFFECTIVENESS (71 MEASURES)

ID	Measure	Formula	
103942	Total cost of the process group "manage enterprise information" per 1,000 revenue	((([Percentage of IT cost allocated to the process group "manage enterprise information"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18366/100) * 12881) / (10029 * 0.0010)	
103734	Total cost of the process group "manage IT knowledge" per $1,000 revenue	((([Percentage of IT cost for the process group "manage IT knowledge"]/100) * [IT costs during the past year]) / ([Total business entity revenue] * 0.0010) ((18370/100) * 12881) / (10029 * 0.0010)	
104100	Total IT budget per employee	[IT budget for the past year] / [Number of business entity employees] 12882 / 10032	
104103	Total IT budget per FTE	[IT budget for the past year] / [Number of business entity FTEs] 12882 / 10033	
104109	Total IT cost per business entity FTE	[IT costs during the past year] / [Number of business entity FTEs] 12881 / 10033	

CYCLE TIME (33 MEASURES)

ID	Measure	Formula	
100342	Average time in weeks to deploy a new release into the production environment	[Time in weeks to deploy a new release into the production environment] 13115	✔
100362	Average time in weeks to make a change to the production environment	[Time in weeks to make a change into the production environment] 13114	✔
103433	Time in months to respond to major business shifts	[Time in months to respond to a major business shift] 12979	✔
100333	Average time in hours to resolve a service commitment disruption	[Time in hours to resolve a service commitment disruption] 13116	
100335	Average time in hours to resolve highest priority problems for the current year	[Average time in hours to resolve the highest priority problem] 13061	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)

CYCLE TIME (33 MEASURES)

100336	Average time in hours to respond to highest priority problem for the current year	[Average time in hours to respond to the highest priority problem] 13060	
100338	Average time in weeks to create the enterprise information management strategic plan	[Average time in weeks to create the enterprise information management strategic plan] 13085	
100348	Average time in weeks to fulfill a complex information need	[Average time in weeks to fulfill a complex information need] 13081	
100353	Average time in weeks to fulfill a medium information need	[Average time in weeks to fulfill a medium complex information need] 13080	
100357	Average time in weeks to fulfill a simple information need	[Average time in weeks to fulfill a simple information need] 13079	
100367	Average time in weeks to set up a complex technical interface for a user of a defined data content source	[Average time in weeks to set up a complex technical interface] 13084	
100371	Average time in weeks to set up a medium technical interface for a user of a defined data content source	[Average time in weeks to set up a medium complex technical interface] 13083	
100375	Average time in weeks to set up a simple technical interface for a user of a defined data content source	[Average time in weeks to set up a simple technical interface] 13082	
103400	Time in months to break even for new or enhanced IT services for investments between $1 million and $100 million	[Time in months to break even for new or enhanced IT services for investments between $1 million and $100 million] 12873	
103403	Time in months to break even for new or enhanced IT services for investments between $100,000 and $250,000	[Time in months to break even for new or enhanced IT services for investments between $100,000 and $250,000] 12870	
103405	Time in months to break even for new or enhanced IT services for investments between $250,000 and $500,000	[Time in months to break even for new or enhanced IT services for investments between $250,000 and $500,000] 12871	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)

CYCLE TIME (33 MEASURES)

103407	Time in months to break even for new or enhanced IT services for investments between $500,000 and $1 million	[Time in months to break even for new or enhanced IT services for investments between $500,000 and $1 million] 12872	
103397	Time in months to break even for new or enhanced IT services for investments greater than $100 million	[Time to break even for new or enhanced IT services with an investment level more than $100 million] 12874	
103395	Time in months to break even for new or enhanced IT services for investments less than $100,000	[Time in months to break even for new or enhanced IT services for investments less than $100,000] 12869	
103409	Time in months to fulfill a business need with relevant IT solutions for investments between $1 million and $100 million	[Time in months to fulfill a business need with relevant IT solutions for investments between $ 1 million and $100 million] 13097	
103410	Time in months to fulfill a business need with relevant IT solutions for investments between $100,000 and $250,000	[Time in months to fulfill a business need with relevant IT solutions for investments between $100,000 and $250,000] 13094	
103412	Time in months to fulfill a business need with relevant IT solutions for investments between $250,000 and $500,000	[Time in months to fulfill a business need with relevant IT solutions for investments between $250,000 and $500,000] 13095	
103414	Time in months to fulfill a business need with relevant IT solutions for investments between $500,000 and $1 million	[Time in months to fulfill a business need with relevant IT solutions for investments between $500,000 and $1 million] 13096	
103416	Time in months to fulfill a business need with relevant IT solutions for investments greater than $100 million	[Time in months to fulfill a business need with relevant IT solutions for investments greater than $100 million] 13098	
103417	Time in months to fulfill a business need with relevant IT solutions for investments less than $100,000	[Time in months to fulfill a business need with relevant IT solutions for investments less than $100,000] 13093	
103437	Time in weeks to close an identified IT skill or capability gap	[Time in weeks to close an identified IT skill or capability gap] 12985	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)

CYCLE TIME (33 MEASURES)

103459	Time in weeks to report on compliance status of the information architecture	[Time in weeks to report on compliance status of the information architecture] 13091	
103424	Time-to-market in months for new or enhanced IT services for investments between $1 million and $100 million	[Time-to-market in months for new or enhanced IT services for investments between $1 million and $100 million] 12879	
103427	Time-to-market in months for new or enhanced IT services for investments between $100,000 and $250,000	[Time-to-market in months for new or enhanced IT services for investments between $100,000 and $250,000] 12876	
103429	Time-to-market in months for new or enhanced IT services for investments between $250,000 and $500,000	[Time-to-market in months for new or enhanced IT services for investments between $250,000 and $500,000] 12877	
103431	Time-to-market in months for new or enhanced IT services for investments between $500,000 and $1 million	[Time-to-market in months for new or enhanced IT services for investments between $500,000 and $1 million] 12878	
103421	Time-to-market in months for new or enhanced IT services for investments greater than $100 million	[Time-to-market in months for new or enhanced IT services with an investment level more than $100 million] 12880	
103419	Time-to-market in months for new or enhanced IT services for investments less than $100,000	[Time-to-market in months for new or enhanced IT services for investments less than $100,000] 12875	

PROCESS EFFICIENCY (40 MEASURES)

100970	Number of FTEs that perform IT development and maintenance per $1 billion revenue	(((#I19818350QN0001#+#I19818351QN0001#) * 0.01) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) (((18350+18351) * 0.01) * 12857) / (10029 * 0.000000001)	✔

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
PROCESS EFFICIENCY (40 MEASURES)

100972	Number of FTEs that perform IT operations per $1 billion revenue	(((#I19818352QN0001#+#I19818353QN0001#) * 0.01) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) (((18352+18353) * 0.01) * 12857) / (10029 * 0.000000001)	✔
100974	Number of FTEs that perform IT planning and management per $1 billion revenue	(((#I19818347QN0001#+#I19818348QN0001#+#I19818349QN0001#+#I19818354QN0001#) * 0.01) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) (((18347+18348+18349+18354) * 0.01) * 12857) / (10029 * 0.000000001)	✔
101241	Number of FTEs that perform IT processes per $1 billion revenue	[Number of FTEs who perform the function "manage information technology"] / ([Total business entity revenue] * 0.000000001) 12857 / (10029 * 0.000000001)	✔
102409	Percentage of application development and maintenance projects in the most recent year delivered on or below budget	[Percentage of application development and maintenance projects in the most recent year delivered on or below budget] 13016	✔
102412	Percentage of application development and maintenance projects in the most recent year delivered on time or early	[Percentage of application development and maintenance projects in the most recent year delivered on time or early] 13015	✔
100249	Percentage of planned return on investment (ROI) for application development and maintenance projects	[Percentage of planned return on investment (ROI) for application development and maintenance projects in the most recent year] 13018	✔
102794	Percentage of unscheduled outages from change requests	[Percentage of unscheduled outages related to or resulting from a change request] 13112	✔
102796	Percentage of unscheduled outages from release introductions	[Percentage of unscheduled outages related to or resulting from a release introduction] 13113	✔
100245	Average percentage change in detected exceptions to the information architecture per year	[Percentage change in detected exceptions to the information architecture per year] 13092	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
PROCESS EFFICIENCY (40 MEASURES)

100825	Length in years of information architecture planning horizon	[Length in years of information architecture planning horizon] 13088	
100827	Level of FTE experience in years for the process group "deliver and support information technology services"	[Average level of experience in years for FTEs who perform the process group "deliver and support IT services"] 12997	
100828	Level of FTE experience in years for the process group "deploy information technology solutions"	[Average level of experience in years for FTEs who perform the process group "deploy IT solutions"] 12996	
100829	Level of FTE experience in years for the process group "develop and maintain information technology solutions"	[Average level of experience in years for FTEs who perform the process group "develop and maintain IT solutions"] 12995	
100830	Level of FTE experience in years for the process group "develop and manage information technology customer relationships"	[Average level of experience in years for FTEs who perform the process group "develop and manage IT customer relationships"] 12992	
100832	Level of FTE experience in years for the process group "manage enterprise information"	[Average level of experience in years for FTEs who perform the process group "manage enterprise information"] 12994	
100833	Level of FTE experience in years for the process group "manage IT knowledge"	[Average level of experience in years for FTEs who perform the process group "manage IT knowledge"] 12998	
100834	Level of FTE experience in years for the process group "manage the business of information technology"	[Average level of experience in years for FTEs who perform the process group "manage the business of IT"] 12991	
100891	Number of break/fix requests requiring rework as a percentage of average backlog for the current year	([Number of break or fix requests that require rework] / [Average backlog]) * 100.0 (13062 / 13059) * 100.0	
100940	Number of employees performing IT processes per $1 billion revenue	[Number of employees who perform the function "manage information technology"] / ([Total business entity revenue] * 0.000000001) 12856 / (10029 * 0.000000001)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
PROCESS EFFICIENCY (40 MEASURES)

101297	Number of IT FTEs for the process "define the enterprise information architecture" per $1 billion revenue	[Number of FTEs who perform the process group "manage enterprise information" who perform the process "define the enterprise information architecture"] / ([Total business entity revenue] * 0.000000001) 13054 / (10029 * 0.000000001)	
101304	Number of IT FTEs for the process "develop information and content management strategies" per $1 billion revenue	[Number of FTEs who perform the process group "manage enterprise information" who perform the process "develop information and content management strategies"] / ([Total business entity revenue] * 0.000000001) 13053 / (10029 * 0.000000001)	
101315	Number of IT FTEs for the process "manage information resources" per $1 billion revenue	[Number of FTEs who perform the process group "manage enterprise information" who perform the process "manage information resources"] / ([Total business entity revenue] * 0.000000001) 13055 / (10029 * 0.000000001)	
101326	Number of IT FTEs for the process "perform enterprise data and content management" per $1 billion revenue	[Number of FTEs who perform the process group "manage enterprise information" who perform the process "perform enterprise data and content management"] / ([Total business entity revenue] * 0.000000001) 13056 / (10029 * 0.000000001)	
101300	Number of IT FTEs for the process group "deliver and support information technology services" per $1 billion revenue	((#I19818353QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18353/100) * 12857) / (10029 * 0.000000001)	
101302	Number of IT FTEs for the process group "deploy information technology solutions" per $1 billion revenue	((#I19818352QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18352/100) * 12857) / (10029 * 0.000000001)	
101307	Number of IT FTEs for the process group "develop and maintain information technology solutions" per $1 billion revenue	((#I19818351QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18351/100) * 12857) / (10029 * 0.000000001)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
PROCESS EFFICIENCY (40 MEASURES)

101310	Number of IT FTEs for the process group "develop and manage information technology customer relationships" per $1 billion revenue	((#I19818348QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18348/100) * 12857) / (10029 * 0.000000001)	
101320	Number of IT FTEs for the process group "manage enterprise information" per $1 billion revenue	((#I19818350QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18350/100) * 12857) / (10029 * 0.000000001)	
101324	Number of IT FTEs for the process group "manage the business of information technology" per $1 billion revenue	((#I19818347QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18347/100) * 12857) / (10029 * 0.000000001)	
101322	Number of IT FTEs for the process group "managing IT knowledge" per $1 billion revenue	((#I19818354QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18354/100) * 12857) / (10029 * 0.000000001)	
101418	Number of service oriented architecture services implemented	[Number of services oriented architecture (SOA) services implemented in production] 13075	
101906	Percentage of common data across all business units	[Percentage of information assets that are common across all business units] 13074	
101930	Percentage of data assessed for compliance with information policies and standards	[Percentage of data assessed for compliance with information policies and standards] 13089	
101932	Percentage of data managed centrally as enterprise information assets	[Percentage of data managed centrally as enterprise information assets] 13073	
101934	Percentage of data that has defined policy, definition, and change control responsibility	[Percentage of data that has defined policy, definition, and change control responsibility] 13086	
102118	Percentage of information elements with assigned and active data custodians	[Percentage of information elements with assigned and active data custodians] 13090	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)

PROCESS EFFICIENCY (40 MEASURES)

102122	Percentage of initally planned functionality that is delivered for application development and maintenance projects in the most recent year	[Percentage of initally planned functionality that is delivered for application development and maintenance projects in the most recent year] 13017	
102212	Percentage of IT budget allocated towards service oriented architecture (SOA)	[Percentage of IT budget allocated towards service oriented architecture (SOA)] 13072	
103485	Total number of revisions to the published enterprise information architecture	[Average number of revisions to the published enterprise information architecture] 13087	

STAFF PRODUCTIVITY (1 MEASURES)

101295	Number of IT customers serviced per IT FTE	[Number of customers serviced by the function "manage information technology"] / [Number of FTEs who perform the function "manage information technology"] 12868 / 12857	✔

SUPPLEMENTAL INFORMATION (36 MEASURES)

100114	Average backlog for the current year	[Average backlog] 13059	
100911	Number of development projects for the current year between $1 million and $100 million	[Number of application development projects with values between $1 million and $100 million for the current year] 13007	
100912	Number of development projects for the current year between $100,000 and $250,000	[Number of application development projects with values between $100,000 and $250,000 for the current year] 13004	
100913	Number of development projects for the current year between $250,000 and $500,000	[Number of application development projects with values between $250,000 and $500,000 for the current year] 13005	
100914	Number of development projects for the current year between $500,000 and $1 million	[Number of application development projects with values between $500,000 and $1 million for the current year] 13006	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
SUPPLEMENTAL INFORMATION (36 MEASURES)

100915	Number of development projects for the current year greater than $100 million	[Number of application development projects with values greater than $100 million for the current year] 13008	
100916	Number of development projects for the current year less than $100,000	[Number of application development projects with values less than $100,000 for the current year] 13003	
100957	Number of external service provider FTEs per $1 billion revenue	((#I19818346QN0001#/100) * [Number of FTEs who perform the function "manage information technology"]) / ([Total business entity revenue] * 0.000000001) ((18346/100) * 12857) / (10029 * 0.000000001)	
100967	Number of FTEs classified as IT architects per $1 billion revenue	[Number of FTEs classified as IT architects] / ([Total business entity revenue] * 0.000000001) 13058 / (10029 * 0.000000001)	
101840	Percentage of budget for managing enterprise information used for the process "define enterprise information architecture"	([IT budget related to the process group "manage enterprise information" allocated to the process "define the enterprise information architecture"] / [IT budget allocated to the process group "manage enterprise information"]) * 100.0 (13068 / 13071) * 100.0	
101846	Percentage of budget for managing enterprise information used for the process "develop information and content management strategies"	([IT budget related to the process group "manage enterprise information" allocated to the process "develop information and content management strategies"] / [IT budget allocated to the process group "manage enterprise information"]) * 100.0 (13067 / 13071) * 100.0	
101848	Percentage of budget for managing enterprise information used for the process "manage information resources"	([IT budget related to the process group "manage enterprise information" allocated to the process "manage information resources"] / [IT budget allocated to the process group "manage enterprise information"]) * 100.0 (13069 / 13071) * 100.0	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)

SUPPLEMENTAL INFORMATION (36 MEASURES)

101850	Percentage of budget for managing enterprise information used for the process "perform enterprise data and content management"	([IT budget related to the process group "manage enterprise information" allocated to the process "perform enterprise data and content management"] / [IT budget allocated to the process group "manage enterprise information"]) * 100.0 (13070 / 13071) * 100.0	
101770	Percentage of FTEs who perform the function "manage information technology" who are external service providers	#I19818346QN0001# 18346	
102172	Percentage of IT budget for process group "deliver and support information technology services"	([IT budget allocated to the process group "deliver and support IT services"] / [IT budget for the past year]) * 100.0 (12942 / 12944) * 100.0	
102177	Percentage of IT budget for process group "deploy information technology solutions"	([IT budget allocated to the process group "deploy IT solutions"] / [IT budget for the past year]) * 100.0 (12941 / 12944) * 100.0	
102182	Percentage of IT budget for process group "develop and maintain information technology solutions"	([IT budget allocated to the process group "develop and maintain information technology solutions"] / [IT budget for the past year]) * 100.0 (12940 / 12944) * 100.0	
102187	Percentage of IT budget for process group "develop and manage IT customer relationships"	([IT budget allocated to the process group "develop and manage IT customer relationships"] / [IT budget for the past year]) * 100.0 (12937 / 12944) * 100.0	
102197	Percentage of IT budget for process group "manage enterprise information"	([IT budget allocated to the process group "manage enterprise information"] / [IT budget for the past year]) * 100.0 (12939 / 12944) * 100.0	
102202	Percentage of IT budget for process group "manage IT knowledge"	([IT budget allocated to the process group "manage IT knowledge"] / [IT budget for the past year]) * 100.0 (12943 / 12944) * 100.0	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
SUPPLEMENTAL INFORMATION (36 MEASURES)

102207	Percentage of IT budget for process group "manage the business of information technology"	([IT budget allocated to the process group "manage the business of information technology"] / [IT budget for the past year]) * 100.0 (12936 / 12944) * 100.0	
102221	Percentage of IT work force to be newly hired within 1 year	[Percentage of IT workforce expected to be newly hired within 1 year] 13000	
102222	Percentage of IT work force to be replaced for other reasons within 1 year	[Percentage of IT workforce expected to be replaced for other reasons within 1 year] 13001	
102223	Percentage of IT work force to retire within 1 year	[Percentage of IT workforce expected to retire within 1 year] 12999	
102631	Percentage of service oriented architecture services that are external	[Percentage of service oriented architecture (SOA) services published or exposed externally] 13078	
104351	Percentage of service oriented architecture services that are internal	[Percentage of service oriented architecture (SOA) services published or exposed internally] 13077	
102727	Percentage of total IT cost allocated for IT development and maintenance	([Percentage of IT cost allocated to the process group "manage enterprise information"]+[Percentage of IT cost allocated to the process group "develop and maintain information technology solutions"]) (18366+18367)	
102723	Percentage of total IT cost allocated for IT operations	([Percentage of IT cost allocated to the process group "deploy IT solutions"]+[Percentage of IT cost allocated to the process group "deliver and support IT services"]) (18368+18369)	

INFORMATION TECHNOLOGY (IT)
INFORMATION TECHNOLOGY (IT) (181 MEASURES)
SUPPLEMENTAL INFORMATION (36 MEASURES)

102725	Percentage of total IT cost allocated for IT planning and management	([Percentage of IT cost allocated to the process group "manage the business of information technology"]+[Percentage of IT cost allocated to the process group "develop and manage IT customer relationships"]+[Percentage of IT cost allocated to the process group "manage business resiliency and risk"]+[Percentage of IT cost for the process group "manage IT knowledge"]) (18363+18364+18365+18370)	
102729	Percentage of total IT costs for process group "deliver and support information technology services"	[Percentage of IT cost allocated to the process group "deliver and support IT services"] 18369	
102730	Percentage of total IT costs for process group "deploy information technology solutions"	[Percentage of IT cost allocated to the process group "deploy IT solutions"] 18368	
102731	Percentage of total IT costs for process group "develop and maintain information technology solutions"	[Percentage of IT cost allocated to the process group "develop and maintain information technology solutions"] 18367	
102732	Percentage of total IT costs for process group "develop and manage IT customer relationships"	[Percentage of IT cost allocated to the process group "develop and manage IT customer relationships"] 18364	
102734	Percentage of total IT costs for process group "manage enterprise information"	[Percentage of IT cost allocated to the process group "manage enterprise information"] 18366	
102735	Percentage of total IT costs for process group "manage IT knowledge"	[Percentage of IT cost for the process group "manage IT knowledge"] 18370	
102736	Percentage of total IT costs for process group "manage the business of information technology"	[Percentage of IT cost allocated to the process group "manage the business of information technology"] 18363	

MARKETING
SALES AND MARKETING (24 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

100129	Average cost per sales order for orders received through traditional channels	[Average cost per sales order received through traditional channels] 15983	
100025	Budget for marketing as a percentage of revenue	([Budget for marketing] / [Total business entity revenue]) * 100 (13460 / 10029) * 100	
100026	Budget for research and development (R&D) as a percentage of revenue	([Budget for research and development (R&D)] / [Total business entity revenue]) * 100.0 (13462 / 10029) * 100.0	
100027	Budget for sales as a percentage of revenue	([Budget for sales] / [Total business entity revenue]) * 100 (13461 / 10029) * 100	
100859	Marketing budget per marketing FTE	[Budget for marketing] / [Number of FTEs who perform the marketing function] 13460 / 13463	
103115	Research and development (R&D) budget per R&D FTE	[Budget for research and development (R&D)] / [Number of FTEs who perform research and development (R&D)] 13462 / 13465	
103165	Sales budget per sales FTE	[Budget for sales] / [Number of FTEs who perform the sales function] 13461 / 13464	

PROCESS EFFICIENCY (14 MEASURES)

100479	Customer wallet share	[Customer wallet share] 13468	✔
102289	Marketing, sales, and R&D FTEs as a percentage of total business entity FTEs	((([Number of FTEs who perform the marketing function] + [Number of FTEs who perform the sales function] + [Number of FTEs who perform research and development (R&D)]) / [Number of business entity FTEs]) * 100.0 ((13463 + 13464 + 13465) / 10033) * 100.0	✔
102602	Percentage of customers claiming to be satisfied	[Percentage of customers claiming to be satisfied] 13477	✔

MARKETING
SALES AND MARKETING (24 MEASURES)
PROCESS EFFICIENCY (14 MEASURES)

ID	Measure	Definition	✔
101928	Percentage of customers who can name your business entity's brand in an unaided recall test	[Percentage of customers who can name your business entity's brand in an unaided recall test] 13473	✔
101929	Percentage of customers who would recommend your business entity's product/service to family/friends	[Percentage of customers who would recommend your business entity's product/service to family/friends] 13475	✔
102456	Percentage of qualified leads where the sale is closed	[Percentage of qualified leads where the sale is closed] 13773	✔
101660	Relative change in brand performance over the past three years	[Relative change in brand performance over the past three years] 13471	✔
100731	First contact resolution rate for inquiries on existing orders and service-after-sales requests	[First contact resolution rate for inquiries on existing orders and service-after-sales requests] 15993	
100480	Market share	[Market share] 13466	
104485	Number of marketing FTEs per $1 billion in revenue	[Number of FTEs who perform the marketing function] / ([Total business entity revenue] * 0.000000001) 13463 / (10029 * 0.000000001)	
104486	Number of sales FTEs per $1 billion in revenue	[Number of FTEs who perform the sales function] / ([Total business entity revenue] * 0.000000001) 13464 / (10029 * 0.000000001)	
102525	Percentage of revenue from customers making their first purchase of the brand in the last 12-month reporting period	[Percentage of revenue from customers making their first purchase of the brand in the last 12-month reporting period] 13479	
102566	Percentage of sales orders received through new (such as digital/electric) channels	[Percentage of sales orders received through new (such as digital/electric) channels] 15986	

MARKETING
SALES AND MARKETING (24 MEASURES)

PROCESS EFFICIENCY (14 MEASURES)

102462	Research and development (R&D) FTEs as a percentage of total business entity FTEs	([Number of FTEs who perform research and development (R&D)] / [Number of business entity FTEs]) * 100.0 (13465 / 10033) * 100.0	

STAFF PRODUCTIVITY (1 MEASURES)

104463	Number of research and development (R&D) FTEs per $1 billion revenue	[Number of FTEs who perform research and development (R&D)] / ([Total business entity revenue] * .000000001) 13465 / (10029 * .000000001)	

SUPPLEMENTAL INFORMATION (2 MEASURES)

102288	Marketing FTEs as a percentage of total business entity FTEs	([Number of FTEs who perform the marketing function] / [Number of business entity FTEs]) * 100 (13463 / 10033) * 100	
102530	Sales FTEs as a percentage of total business entity FTEs	([Number of FTEs who perform the sales function] / [Number of business entity FTEs]) * 100 (13464 / 10033) * 100	

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

100259	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service improvement projects	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service improvement projects] 10482	✔
103616	Total cost to design and develop products/services per $1,000 revenue	[Total cost to design and develop products/services] / ([Total business entity revenue] * 0.0010) 13367 / (10029 * 0.0010)	✔
104006	Total cost to develop and manage products and services per $1,000 revenue	([Total cost to generate new product/service ideas] + [Total cost to design and develop products/services] + [Total cost to test market products/services] + [Total cost to support product manufacturing or service delivery]) / ([Total business entity revenue] * 0.0010) (13361 + 13367 + 13373 + 13379) / (10029 * 0.0010)	✔
103683	Total cost to generate new product/service ideas per $1,000 revenue	[Total cost to generate new product/service ideas] / ([Total business entity revenue] * 0.0010) 13361 / (10029 * 0.0010)	✔
103764	Total cost to support product manufacturing or service delivery per $1,000 revenue	[Total cost to support product manufacturing or service delivery] / ([Total business entity revenue] * 0.0010) 13379 / (10029 * 0.0010)	✔
103926	Total cost to test market products/services per $1,000 revenue	[Total cost to test market products/services] / ([Total business entity revenue] * 0.0010) 13373 / (10029 * 0.0010)	✔
100273	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects] 10483	
101481	Other cost to design and develop products/services per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to design and develop products/services] / ([Total business entity revenue] * 0.0010) 13365 / (10029 * 0.0010)	

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

101489	Other cost to generate new product/service ideas per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to generate new product/service ideas] / ([Total business entity revenue] * 0.0010) 13359 / (10029 * 0.0010)
101504	Other cost to support product manufacturing or service delivery per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to support product manufacturing or service delivery] / ([Total business entity revenue] * 0.0010) 13377 / (10029 * 0.0010)
101519	Other cost to test market products/services per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to test market products/services] / ([Total business entity revenue] * 0.0010) 13371 / (10029 * 0.0010)
101615	Outsourced cost to design and develop products/services per $1,000 revenue	[Outsourced cost to design and develop products/services] / ([Total business entity revenue] * 0.0010) 13366 / (10029 * 0.0010)
101620	Outsourced cost to generate new product/service ideas per $1,000 revenue	[Outsourced cost to generate new product/service ideas] / ([Total business entity revenue] * 0.0010) 13360 / (10029 * 0.0010)
101628	Outsourced cost to support product manufacturing or service delivery per $1,000 revenue	[Outsourced cost to support product manufacturing or service delivery] / ([Total business entity revenue] * 0.0010) 13378 / (10029 * 0.0010)
101631	Outsourced cost to test market products/services per $1,000 revenue	[Outsourced cost to test market products/services] / ([Total business entity revenue] * 0.0010) 13372 / (10029 * 0.0010)
101680	Overhead cost to design and develop products/services per $1,000 revenue	[Overhead cost to design and develop products/services] / ([Total business entity revenue] * 0.0010) 13364 / (10029 * 0.0010)
101692	Overhead cost to generate new product/service ideas per $1,000 revenue	[Overhead cost to generate new product/service ideas] / ([Total business entity revenue] * 0.0010) 13358 / (10029 * 0.0010)

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)

COST EFFECTIVENESS (35 MEASURES)

101707	Overhead cost to support product manufacturing or service delivery per $1,000 revenue	[Overhead cost to support product manufacturing or service delivery] / ([Total business entity revenue] * 0.0010) 13376 / (10029 * 0.0010)	
101722	Overhead cost to test market products/services per $1,000 revenue	[Overhead cost to test market products/services] / ([Total business entity revenue] * 0.0010) 13370 / (10029 * 0.0010)	
102458	Percentage of research and development (R&D) cost related to new product development projects	[Percentage of research and development (R&D) cost related to new product development projects] 10403	
102460	Percentage of research and development (R&D) cost related to product improvements and extensions	(100 - [Percentage of research and development (R&D) cost related to new product development projects]) (100 - 10403)	
102895	Personnel cost to design and develop products/services per $1,000 revenue	[Personnel cost to design and develop products/services] / ([Total business entity revenue] * 0.0010) 13362 / (10029 * 0.0010)	
102926	Personnel cost to generate new product/service ideas per $1,000 revenue	[Personnel cost to generate new product/service ideas] / ([Total business entity revenue] * 0.0010) 13356 / (10029 * 0.0010)	
102968	Personnel cost to support product manufacturing or service delivery per $1,000 revenue	[Personnel cost to support product manufacturing or service delivery] / ([Total business entity revenue] * 0.0010) 13374 / (10029 * 0.0010)	
103042	Personnel cost to test market products/services per $1,000 revenue	[Personnel cost to test market products/services] / ([Total business entity revenue] * 0.0010) 13368 / (10029 * 0.0010)	
103139	Research and development (R&D) cost per $1,000 revenue	[Costs of research and development (R&D)] / ([Total business entity revenue] * 0.0010) 10402 / (10029 * 0.0010)	

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

103141	Research and development (R&D) cost related to new product development projects per $1,000 revenue	((([Percentage of research and development (R&D) cost related to new product development projects] * 0.010) * [Costs of research and development (R&D)]) / ([Total business entity revenue] * 0.001) ((10403 * 0.010) * 10402) / (10029 * 0.001)	
103143	Research and development (R&D) cost related to product improvements and extensions per $1,000 revenue	((([Percentage of research and development (R&D) cost related to new product development projects] * -0.01 + 1) * [Costs of research and development (R&D)]) / ([Total business entity revenue] * 0.0010) ((10403 * -0.01 + 1) * 10402) / (10029 * 0.0010)	
103252	Systems cost to design and develop products/services per $100,000 revenue	[Systems cost to design and develop products/services] / ([Total business entity revenue] * 0.000010) 13363 / (10029 * 0.000010)	
103284	Systems cost to generate new product/service ideas per $100,000 revenue	[Systems cost to generate new product/service ideas] / ([Total business entity revenue] * 0.000010) 13357 / (10029 * 0.000010)	
103314	Systems cost to support product manufacturing or service delivery per $100,000 revenue	[Systems cost to support product manufacturing or service delivery] / ([Total business entity revenue] * 0.000010) 13375 / (10029 * 0.000010)	
103370	Systems cost to test market products/services per $100,000 revenue	[Systems cost to test market products/services] / ([Total business entity revenue] * 0.000010) 13369 / (10029 * 0.000010)	
103689	Total cost to generate new product/service ideas concept in the pre-design phase that is a new product/service development	[Total cost to generate new product/service ideas] / [Number of concepts in the pre-design phase that are new product/service developments] 13361 / 13381	
103691	Total cost to generate new product/service ideas per concept in the pre-design phase	[Total cost to generate new product/service ideas] / [Total number of concepts in the pre-design phase] 13361 / 10423	

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PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)

COST EFFECTIVENESS (35 MEASURES)

| 103687 | Total cost to generate new product/service ideas per concept in the pre-design phase that is an existing product/service improvement or extension | [Total cost to generate new product/service ideas] / [Number of concepts in the pre-design phase that are existing product/service improvements and extensions]

13361 / 13380 | |

CYCLE TIME (6 MEASURES)

103476	Average time-to-market in days for new product/service development projects	[Average time-to-market in days from the start of the design and develop products/services process until the new product/service development project ready for sale] 10479	✔
100381	Average time-to-profitability in months for existing product/service improvement projects	[Average time-to-profitability in months for existing product/service improvement projects] 10484	✔
100379	Average time-to-market in days for all products (including product improvements and extensions)	[Average time-to-market in days for all products] 10434	
103466	Average time-to-market in days for existing product/service improvement projects	[Average time-to-market in days from the start of the design and develop products/services process until the existing product/service improvement project is ready for sale] 10478	
100664	Cycle time in days from the start of the design and develop products/services process through the completion of the test market products/services process for existing product/service improvement projects	[Cycle time in days from the start of the design and develop products/services process through the completion of the test market products/services process for existing product/service improvement projects] 10476	
100665	Cycle time in days from the start of the design and develop products/services process through the completion of the test market products/services process for new product/service development projects	[Cycle time in days from the start of the design and develop products/services process through the completion of the test market products/services process for new product/service development projects] 10477	

PROCESS EFFICIENCY (17 MEASURES)

| 101238 | Number of FTEs who develop and manage products and services per $1 billion revenue | [Number of FTEs who develop and manage products and services] / ([Total business entity revenue] * 0.000000001)

10442 / (10029 * 0.000000001) | ✔ |

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)
PROCESS EFFICIENCY (17 MEASURES)

101985	Percentage of existing product/service improvement projects launched on budget	[Percentage of existing product/service improvement projects launched on budget] 10486	✔
101987	Percentage of existing product/service improvement projects launched on time	[Percentage of existing product/service improvement projects launched on time] 10480	✔
102308	Percentage of new product/service development projects launched on budget	[Percentage of new product/service development projects launched on budget] 10487	✔
102310	Percentage of new product/service development projects launched on time	[Percentage of new product/service development projects launched on time] 10481	✔
100946	Number of concepts in the pre-design phase that are existing product/service improvements and extensions per $1,000 revenue	[Number of concepts in the pre-design phase that are existing product/service improvements and extensions] / ([Total business entity revenue] * 0.0010) 13380 / (10029 * 0.0010)	
101353	Number of concepts in the pre-design phase that are new product/service developments per $100,000 revenue	[Number of concepts in the pre-design phase that are new product/service developments] / ([Total business entity revenue] * 0.000010) 13381 / (10029 * 0.000010)	
100950	Number of existing product/service improvement and extension projects per $1 billion revenue	[Number of projects that are existing product/service improvements and extensions] / ([Total business entity revenue] * 0.000000001) 13350 / (10029 * 0.000000001)	
100996	Number of FTEs who design and develop products/services per $1 billion revenue	[Number of FTEs who design and develop products/services] / ([Total business entity revenue] * 0.000000001) 98389 / (10029 * 0.000000001)	
101028	Number of FTEs who generate new product/service ideas per $1 billion revenue	[Number of FTEs who generate new product/service ideas] / ([Total business entity revenue] * 0.000000001) 98367 / (10029 * 0.000000001)	
101069	Number of FTEs who support product manufacturing or service delivery per $1 billion revenue	[Number of FTEs who support product manufacturing or service delivery] / ([Total business entity revenue] * 0.000000001) 98413 / (10029 * 0.000000001)	

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)

PROCESS EFFICIENCY (17 MEASURES)

101150	Number of FTEs who test market products/services per $1 billion revenue	[Number of FTEs who test market products/services] / ([Total business entity revenue] * 0.000000001) 98403 / (10029 * 0.000000001)
101357	Number of new product/service development projects per $1 billion revenue	[Number of projects that are new product/service developments] / ([Total business entity revenue] * 0.000000001) 13351 / (10029 * 0.000000001)
102407	Percentage of new product/service development projects that are commercially launched	[Percentage of new product/service development projects that are commercially launched] 10437
103123	Ratio of the number of projects to concepts in the pre-design phase for existing product/service extensions and improvements	[Number of projects that are existing product/service improvements and extensions] / [Number of concepts in the pre-design phase that are existing product/service improvements and extensions] 13350 / 13380
103124	Ratio of the number of projects to concepts in the pre-design phase for new product/service developments	[Number of projects that are new product/service developments] / [Number of concepts in the pre-design phase that are new product/service developments] 13351 / 13381
103125	Ratio of the number of total projects to total concepts in the pre-design phase	[Total number of projects] / [Total number of concepts in the pre-design phase] 10443 / 10423

STAFF PRODUCTIVITY (3 MEASURES)

100945	Number of existing product/service improvement and extension concepts per generate new product/service ideas FTE	[Number of concepts in the pre-design phase that are existing product/service improvements and extensions] / (([Number of FTEs who develop and manage products and services] * [Percentage of FTEs who develop and manage products and services who generate new product/service ideas]) * 0.010) 13380 / ((10442 * 13352) * 0.010)

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (61 MEASURES)
STAFF PRODUCTIVITY (3 MEASURES)

100948	Number of existing product/service improvement and extension projects per FTE involved from the start of the design and develop products/services process through the support product manufacturing or service delivery process	[Number of projects that are existing product/service improvements and extensions] / (((([Percentage of FTEs who develop and manage products and services who design and develop products/services] + [Percentage of FTEs who develop and manage products and services who test market products/services] + [Percentage of FTEs who develop and manage products and services who support product manufacturing or service delivery])*[Number of FTEs who develop and manage products and services])/100) 13350 / (((13353 + 13354 + 13355)*10442)/100)	
101355	Number of new product/service development projects per FTE involved from the start of the design and develop products/services process through the support product manufacturing or service delivery process	[Number of projects that are new product/service developments] / (((([Percentage of FTEs who develop and manage products and services who design and develop products/services] + [Percentage of FTEs who develop and manage products and services who test market products/services] + [Percentage of FTEs who develop and manage products and services who support product manufacturing or service delivery])*[Number of FTEs who develop and manage products and services])/100) 13351 / (((13353 + 13354 + 13355)*10442)/100)	

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
COST EFFECTIVENESS (42 MEASURES)

100784	Inventory carrying cost as a percentage of average inventory value	[Inventory carrying cost as a percentage of average inventory value] 11902	✔
103509	Total cost to perform the logistics process group "manage logistics and warehousing" per "define logistics strategy", "plan and manage inbound material flow", "operate warehousing", and "operate outbound transportation" process FTE	[Total cost to perform the process group "manage logistics and warehousing"] /([Number of FTEs who perform the process "operate outbound transportation"] + [Number of FTEs who perform the process "operate warehousing"] + [Number of FTEs who perform the process "plan and manage inbound material flow"] + [Number of FTEs who perform the process "define logistics strategy"]) 18326 /(12081 + 12030 + 11587 + 11577)	✔
103606	Total cost to perform the process "define logistics strategy" per $1,000 revenue	[Total cost to perform the process "define logistics strategy"] / ([Total business entity revenue] * 0.0010) 11578 / (10029 * 0.0010)	✔
103774	Total cost to perform the process "operate outbound transportation" per $1,000 revenue	[Total cost to perform the process "operate outbound transportation"] /([Total business entity revenue] * .001) 12082 /(10029 * .001)	✔
103784	Total cost to perform the process "operate warehousing" per $1,000 revenue	[Total cost to perform the process "operate warehousing"] /([Total business entity revenue] * .001) 12031 /(10029 * .001)	✔
103822	Total cost to perform the process "plan and manage inbound material flow" per $1,000 revenue	[Total cost to perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .001) 11588 /(10029 * .001)	✔
103506	Total cost to perform the process group "manage logistics and warehousing" per $1,000 revenue	[Total cost to perform the process group "manage logistics and warehousing"] /([Total business entity revenue] * .001) 18326 /(10029 * .001)	✔
103511	Total cost to perform the process group "manage logistics and warehousing" per sales order fulfilled	[Total cost to perform the process group "manage logistics and warehousing"] /[Number of sales orders fulfilled] 18326 /10517	✔
104111	Total logistics cost as a percentage of sales	[Total logistics cost as a percentage of sales] 18328	✔

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
COST EFFECTIVENESS (42 MEASURES)

100433	Cost of goods sold as a percentage of revenue	([Cost of goods sold (COGS)] /[Total business entity revenue]) * 100 (10550 /10029) * 100
100739	Freight cost to perform the process "operate outbound transportation" as a percentage of the total logistics process group "manage logistics and warehousing" excluding "manage returns; manage reverse logistics" cost	([Freight cost to perform the process "operate outbound transportation"] / ([Total cost to perform the process "define logistics strategy"] + [Total cost to perform the process "plan and manage inbound material flow"] + [Total cost to perform the process "operate warehousing"] + [Total cost to perform the process "operate outbound transportation"])) * 100.0 (13200 / (11578 + 11588 + 12031 + 12082)) * 100.0
100742	Freight cost to perform the process "operate outbound transportation" per $1,000 revenue	[Freight cost to perform the process "operate outbound transportation"] /([Total business entity revenue] * .001) 13200 /(10029 * .001)
101470	Other cost to perform the process "define logistics strategy" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "define logistics strategy"] / ([Total business entity revenue] * 0.0010) 13183 / (10029 * 0.0010)
101505	Other cost to perform the process "operate outbound transportation" per $1,000 revenue	[Costs other than personnel, systems, overhead, outsourced and freight to perform the process "operate outbound transportation"] /([Total business entity revenue] * .001) 13198 /(10029 * .001)
101507	Other cost to perform the process "operate warehousing" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "operate warehousing"] /([Total business entity revenue] * .001) 13193 /(10029 * .001)
101510	Other cost to perform the process "plan and manage inbound material flow" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .001) 13188 /(10029 * .001)
101542	Outsourced cost to perform the process "define logistics strategy" per $1,000 revenue	[Outsourced cost to perform the process "define logistics strategy"] / ([Total business entity revenue] * 0.0010) 13184 / (10029 * 0.0010)

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
COST EFFECTIVENESS (42 MEASURES)

101569	Outsourced cost to perform the process "operate outbound transportation" per $1,000 revenue	[Outsourced cost to perform the process "operate outbound transportation"] /([Total business entity revenue] * .001) 13199 /(10029 * .001)	
101571	Outsourced cost to perform the process "operate warehousing" per $1,000 revenue	[Outsourced cost to perform the process "operate warehousing"] /([Total business entity revenue] * .001) 13194 /(10029 * .001)	
101578	Outsourced cost to perform the process "plan and manage inbound material flow" per $1,000 revenue	[Outsourced cost to perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .001) 13189 /(10029 * .001)	
101673	Overhead cost to perform the process "define logistics strategy" per $1,000 revenue	[Overhead cost to perform the process "define logistics strategy"] / ([Total business entity revenue] * 0.0010) 13182 / (10029 * 0.0010)	
101708	Overhead cost to perform the process "operate outbound transportation" per $1,000 revenue	[Overhead cost to perform the process "operate outbound transportation"] /([Total business entity revenue] * .001) 13197 /(10029 * .001)	
101710	Overhead cost to perform the process "operate warehousing" per $1,000 revenue	[Overhead cost to perform the process "operate warehousing"] /([Total business entity revenue] * .001) 13192 /(10029 * .001)	
101713	Overhead cost to perform the process "plan and manage inbound material flow" per $1,000 revenue	[Overhead cost to perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .001) 13187 /(10029 * .001)	
102880	Personnel cost to perform the process "define logistics strategy" per $1,000 revenue	[Personnel cost to perform the process "define logistics strategy"] / ([Total business entity revenue] * 0.0010) 13180 / (10029 * 0.0010)	
102972	Personnel cost to perform the process "operate outbound transportation" per $1,000 revenue	[Personnel cost to perform the process "operate outbound transportation"] /([Total business entity revenue] * .001) 13195 /(10029 * .001)	

SUPPLY CHAIN MANAGEMENT (SCM)

LOGISTICS (121 MEASURES)

COST EFFECTIVENESS (42 MEASURES)

102975	Personnel cost to perform the process "operate warehousing" per $1,000 revenue	[Personnel cost to perform the process "operate warehousing"] /([Total business entity revenue] * .001) 13190 /(10029 * .001)	
102994	Personnel cost to perform the process "plan and manage inbound material flow" per $1,000 revenue	[Personnel cost to perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .001) 13185 /(10029 * .001)	
103083	Premium freight charges as a percentage of total freight charges	[Premium freight charges as a percentage of total freight charges] 12096	
103241	Systems cost to perform the process "define logistics strategy" per $100,000 revenue	[Systems cost to perform the process "define logistics strategy"] / ([Total business entity revenue] * 0.000010) 13181 / (10029 * 0.000010)	
103317	Systems cost to perform the process "operate outbound transportation" per $100,000 revenue	[Systems cost to perform the process "operate outbound transportation"] /([Total business entity revenue] * .00001) 13196 /(10029 * .00001)	
103319	Systems cost to perform the process "operate warehousing" per $100,000 revenue	[Systems cost to perform the process "operate warehousing"] /([Total business entity revenue] * .00001) 13191 /(10029 * .00001)	
103333	Systems cost to perform the process "plan and manage inbound material flow" per $100,000 revenue	[Systems cost to perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .00001) 13186 /(10029 * .00001)	
103600	Total cost to perform the process "define logistics strategy" per process FTE	[Total cost to perform the process "define logistics strategy"] / [Number of FTEs who perform the process "define logistics strategy"] 11578 / 11577	
103770	Total cost to perform the process "operate outbound transportation" as a percentage of cost of goods sold	([Total cost to perform the process "operate outbound transportation"] /[Cost of goods sold (COGS)]) * 100 (12082 /10550) * 100	

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)

COST EFFECTIVENESS (42 MEASURES)

103771	Total cost to perform the process "operate outbound transportation" per process FTE	[Total cost to perform the process "operate outbound transportation"] /[Number of FTEs who perform the process "operate outbound transportation"] 12082 /12081	
103778	Total cost to perform the process "operate outbound transportation" per sales order	[Total cost to perform the process "operate outbound transportation"] /[Number of sales orders fulfilled] 12082 /10517	
103780	Total cost to perform the process "operate warehousing" as a percentage of cost of goods sold	([Total cost to perform the process "operate warehousing"] /[Cost of goods sold (COGS)]) * 100 (12031 /10550) * 100	
103781	Total cost to perform the process "operate warehousing" per process FTE	[Total cost to perform the process "operate warehousing"] /[Number of FTEs who perform the process "operate warehousing"] 12031 /12030	
103788	Total cost to perform the process "operate warehousing" per sales order	[Total cost to perform the process "operate warehousing"] /[Number of sales orders fulfilled] 12031 /10517	
103819	Total cost to perform the process "plan and manage inbound material flow" per process FTE	[Total cost to perform the process "plan and manage inbound material flow"] /[Number of FTEs who perform the process "plan and manage inbound material flow"] 11588 /11587	
103505	Total cost to perform the process group "manage logistics and warehousing" as a percentage of costs of goods sold	([Total cost to perform the process group "manage logistics and warehousing"] / [Cost of goods sold (COGS)]) * 100 (18326 / 10550) * 100	

CYCLE TIME (5 MEASURES)

100677	Dock-to-stock cycle time in hours for supplier deliveries	[Dock-to-stock cycle time for supplier deliveries in hours] 10526	✔
103072	Pick-to-ship cycle time in hours for customer orders	[Pick-to-ship cycle time in hours for customer orders] 10530	✔

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)

CYCLE TIME (5 MEASURES)

103155	Return processing cycle time in days	[Return processing cycle time in days] 11591	✔
100520	Customer shipment to delivery cycle time in days	[Customer shipment to delivery cycle time in hours] / 24 10531 / 24	
100509	Cycle time in hours from receiving a customer's order to completing the order's preparation	[Cycle time in hours from receiving a customer's order to completing the order's preparation] 10529	

PROCESS EFFICIENCY (65 MEASURES)

100781	Inventory accuracy	[Inventory accuracy] 12024	✔
101221	Number of FTEs that perform the logistics process group "manage logistics and warehousing" excluding "manage returns; manage reverse logistics" per $1 billion revenue	([Number of FTEs who perform the process "operate outbound transportation"] + [Number of FTEs who perform the process "operate warehousing"] + [Number of FTEs who perform the process "plan and manage inbound material flow"] + [Number of FTEs who perform the process "define logistics strategy"]) / ([Total business entity revenue] * .000000001) (12081 + 12030 + 11587 + 11577) / (10029 * .000000001)	✔
101224	Number of FTEs that perform the process "define logistics strategy" per $1 billion revenue	[Number of FTEs who perform the process "define logistics strategy"] /([Total business entity revenue] * .000000001) 11577 /(10029 * .000000001)	✔
101227	Number of FTEs that perform the process "operate outbound transportation" per $1 billion revenue	[Number of FTEs who perform the process "operate outbound transportation"] /([Total business entity revenue] * .000000001) 12081 /(10029 * .000000001)	✔
101231	Number of FTEs that perform the process "operate warehousing" per $1 billion revenue	[Number of FTEs who perform the process "operate warehousing"] /([Total business entity revenue] * .000000001) 12030 /(10029 * .000000001)	✔
101235	Number of FTEs that perform the process "plan and manage inbound material flow" per $1 billion revenue	[Number of FTEs who perform the process "plan and manage inbound material flow"] /([Total business entity revenue] * .000000001) 11587 /(10029 * .000000001)	✔

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
PROCESS EFFICIENCY (65 MEASURES)

101445	Order fill rate	[Order fill rate] 10519	✔
100648	"Define logistics strategy" FTEs as a percentage of logistics FTEs	([Number of FTEs who perform the process "define logistics strategy"] /([Number of FTEs who perform the process "define logistics strategy"] + [Number of FTEs who perform the process "plan and manage inbound material flow"] + [Number of FTEs who perform the process "operate warehousing"] + [Number of FTEs who perform the process "operate outbound transportation"])) *100 (11577 /(11577 + 11587 + 12030 + 12081)) *100	
101437	"Operate outbound transportation" FTEs as a percentage of logistics FTEs	([Number of FTEs who perform the process "operate outbound transportation"] /([Number of FTEs who perform the process "define logistics strategy"] + [Number of FTEs who perform the process "plan and manage inbound material flow"] + [Number of FTEs who perform the process "operate warehousing"] + [Number of FTEs who perform the process "operate outbound transportation"])) *100 (12081 /(11577 + 11587 + 12030 + 12081)) *100	
101439	"Operate warehousing" FTEs as a percentage of logistics FTEs	([Number of FTEs who perform the process "operate warehousing"] /([Number of FTEs who perform the process "define logistics strategy"] + [Number of FTEs who perform the process "plan and manage inbound material flow"] + [Number of FTEs who perform the process "operate warehousing"] + [Number of FTEs who perform the process "operate outbound transportation"])) *100 (12030 /(11577 + 11587 + 12030 + 12081)) *100	
103075	"Plan and manage inbound material flow" FTEs as a percentage of logistics FTEs	([Number of FTEs who perform the process "plan and manage inbound material flow"] / ([Number of FTEs who perform the process "define logistics strategy"] + [Number of FTEs who perform the process "plan and manage inbound material flow"] + [Number of FTEs who perform the process "operate warehousing"] + [Number of FTEs who perform the process "operate outbound transportation"])) *100 (11587 /(11577 + 11587 + 12030 + 12081)) *100	

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SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
PROCESS EFFICIENCY (65 MEASURES)

100004	Accurate documentation rate	[Accurate documentation rate] 10522	
100210	Average monthly product family forecast error measured by the mean absolute percentage error (MAPE)	[Average monthly product family forecast error measured by the mean absolute percentage error (MAPE)] 12242	
100215	Average monthly shipping location forecast error measured by the mean absolute percentage error (MAPE)	[Average monthly shipping location forecast error measured by the mean absolute percentage error (MAPE)] 12241	
100422	Cost of damaged product as a percentage of sales	[Cost of damaged product as a percentage of sales] 12097	
101940	Direct labor as a percentage of total labor used in the process group "manage logistics and warehousing"	[Percentage of labor used in process group "manage logistics and warehousing" that is direct labor] 11575	
100706	Expedited costs as a percentage of total logistics process group "manage logistics and warehousing"	[Percentage of total logistics costs that are expedited] 11506	
100712	Field finished goods inventory days of supply	[Field finished goods inventory days of supply] 12026	
100715	Finished goods inventory days of supply	([Finished goods inventory days of supply] + [Field finished goods inventory days of supply]) (12025 + 12026)	
103181	Finished goods inventory days of supply	[Finished goods inventory days of supply] 12025	
100719	Finished goods inventory turn rate	[Finished goods inventory turn rate] 11449	
102082	Full trailer-load or full container-load capacity utilization	[Full trailer-load or full container-load capacity utilization] 12078	

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
PROCESS EFFICIENCY (65 MEASURES)

100762	Gross value of on-hand balance for typical parts that have sales or usage between 1 and 100 units as a percentage of total gross typical parts inventory value	([Gross value of on-hand balance for typical products that have sales or usage between 1 and 100 units] / [Total gross value of on-hand balance for all typical products]) * 100.0 (98174 / 98177) * 100.0	
100759	Gross value of on-hand balance for typical parts that have sales or usage between 101 and 1,000 units as a percentage of total gross typical parts inventory value	[Percentage of on-hand balance value for SKUs with sales between 101 and 1000] 99907	
100756	Gross value of on-hand balance for typical parts that have sales or usage of 0 units as a percentage of total gross typical parts inventory value	([Gross value of on-hand balance for typical products that have zero sales or usage] / [Total gross value of on-hand balance for all typical products]) * 100.0 (98173 / 98177) * 100.0	
100765	Gross value of on-hand balance for typical parts that have sales or usage of more than 1,000 units as a percentage of total gross typical parts inventory value	[Percentage of on-hand balance value for SKUs with sales greater than 1000] 99907	
100792	Inventory value per $1,000 total revenue	[Gross value of inventory] /([Total business entity revenue] * .001) 10568 /(10029 * .001)	
103109	Number of SKUs for service/repair parts that have sales between 1 and 100 as a percentage of the total number of SKUs for service/repair parts	([Number of SKUs for service/repair parts that have sales between 1 and 100] / [Total number of SKUs for service/repair parts]) * 100.0 (98179 / 98182) * 100.0	
103107	Number of SKUs for service/repair parts that have sales between 101 and 1,000 as a percentage of the total number of SKUs for service/repair parts	[Percentage of total parts with sales between 101 and 1000] 99908	
103111	Number of SKUs for service/repair parts that have sales greater than 1,000 as a percentage of the total number of SKUs for service/repair parts	[Percentage of total parts with sales greater than 1000] 99908	
103097	Number of SKUs for service/repair parts that have zero sales as a percentage of the total number of SKUs for service/repair parts	([Number of SKUs for service/repair parts that have zero sales] / [Total number of SKUs for service/repair parts]) * 100.0 (98178 / 98182) * 100.0	
103103	Number of SKUs for typical products that have sales between 1 and 100 as a percentage of the total number of SKUs for typical products	[Percentage of SKUs for typical products with sales between 1 and 100] 99906	

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
PROCESS EFFICIENCY (65 MEASURES)

103101	Number of SKUs for typical products that have sales between 101 and 1,000 as a percentage of the total number of SKUs for typical products	([Number of SKUs for typical products that have sales between 101 and 1,000] / [Total number of SKUs for typical products]) * 100.0 (98170 / 98172) * 100.0	
103105	Number of SKUs for typical products that have sales greater than 1,000 as a percentage of the total number of SKUs for typical products	([Number of SKUs for typical products that have sales greater than 1,000] / [Total number of SKUs for typical products]) * 100.0 (98171 / 98172) * 100.0	
103099	Number of SKUs for typical products that have zero sales as a percentage of the total number of SKUs for typical products	[Percentage of SKUs for typical products with zero sales] 99906	
101450	Order line fill rate	[Order line fill rate] 12039	
101880	Percentage of annual expedited orders resulting from inaccurate demand forecasts	[Percentage of expedited orders resulting from inaccurate demand forecasts] 13208	
101882	Percentage of annual expedited orders resulting from information technology/system failure	[Percentage of expedited orders resulting from information technology/system failure] 13211	
101884	Percentage of annual expedited orders resulting from late delivery/loss in transit	[Percentage of expedited orders resulting from late delivery/loss in transit] 13205	
101886	Percentage of annual expedited orders resulting from manufacturing equipment failure	[Percentage of expedited orders resulting from manufacturing equipment failure] 13203	
101888	Percentage of annual expedited orders resulting from network stock re-balances	[Percentage of expedited orders resulting from network stock re-balances] 13209	
101890	Percentage of annual expedited orders resulting from other issues	[Percentage of expedited orders resulting from other issues] 13212	
101892	Percentage of annual expedited orders resulting from poor transportation planning	[Percentage of expedited orders resulting from poor transportation planning] 13207	

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SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
PROCESS EFFICIENCY (65 MEASURES)

101894	Percentage of annual expedited orders resulting from production schedule changes	[Percentage of expedited orders resulting from production schedule changes] 13202	
101896	Percentage of annual expedited orders resulting from raw material shortages	[Percentage of expedited orders resulting from raw material shortages] 13201	
101900	Percentage of annual expedited orders resulting from transportation equipment failure	[Percentage of expedited orders resulting from transportation equipment failure] 13204	
101898	Percentage of annual expedited orders resulting from unavailable transport equipment	[Percentage of expedited orders resulting from unavailable transport equipment] 13206	
101878	Percentage of business entity's total number of expedited orders caused by: documentation errors	[Percentage of expedited orders resulting from documentation error] 13210	
102266	Percentage of logistics costs associated with the physical transportation, storage, or handling of returned product	[Percentage of logistics costs associated with the physical transportation, storage, or handling of returned product] 11592	
102357	Percentage of orders delivered complete and on time	[Percentage of sales orders delivered complete and on time] 12086	
102362	Percentage of orders expedited	[Percentage of total sales orders considered expedited] 12095	
102366	Percentage of orders shipped complete and on time	[Percentage of sales orders shipped complete and on time] 12085	
102375	Percentage of outbound transport containers with multiple-customer orders	[Percentage of outbound transport containers with multiple-customer orders] 12093	
102828	Percentage of returned product flowing through the same logistics network as primary products	[Percentage of returned product flowing through the same logistics network as primary products] 11590	

SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)
PROCESS EFFICIENCY (65 MEASURES)

102586	Percentage of sales orders filled completely from the primary sourcing location	[Percentage of sales orders completely filled from the primary sourcing location] 12035
102597	Percentage of sales orders shipped as part of full-load shipments	[Percentage of total sales orders shipped in full-load shipments] 12094
102600	Percentage of sales orders shipped on core carriers	[Percentage of sales orders shipped on core carriers] 12092
102628	Percentage of SKUs tracked by radio frequency	[Percentage of SKUs tracked by radio frequency] 98167
102645	Percentage of supplier on-time delivery	[Percentage of supplier on-time delivery] 11589
102832	Perfect condition rate	[Perfect condition rate] 10521
100097	Turnover rate of logistics personnel	[Turnover rate of logistics personnel] 98124
104172	Unit fill rate	[Unit fill rate] 12040
104208	Value of returned products as a percentage of sales	[Value of returned products as a percentage of sales] 11894
104195	Value of sales order line items not fulfilled due to production capacity or stockouts as a percentage of revenue	[Value of sales order line items not fulfilled due to production capacity or stockouts as a percentage of revenue] 12042
100011	Warehouse slot utilization	[Warehouse slot utilization] 12029

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SUPPLY CHAIN MANAGEMENT (SCM)
LOGISTICS (121 MEASURES)

STAFF PRODUCTIVITY (2 MEASURES)

100888	Number of sales orders filled per "operate warehousing" FTE	[Number of sales orders fulfilled] /[Number of FTEs who perform the process "operate warehousing"] 10517 /12030	✔
100882	Number of sales order line items filled per "operate warehousing" FTE	[Number of sales order line items] / [Number of FTEs who perform the process "operate warehousing"] 12038 / 12030	

SUPPLEMENTAL INFORMATION (7 MEASURES)

103081	Approved preferred/core carriers for primary transportation as a percentage of total carriers used for primary transportation	([Number of approved preferred/core carriers for primary transportation mode] / [Number of carriers used for primary transportation mode in the last twelve months]) * 100.0 (12091 / 12090) * 100.0	
100750	Gross value of on-hand balance for service/repair parts that have sales or usage between 1 and 100 units as a percentage of total gross service/repair parts inventory value	([Gross value of on-hand balance for service/repair products that have sales or usage between 1 and 100 units] / [Total gross value of on-hand balance for all service/repair products]) * 100.0 (98184 / 98187) * 100.0	
100747	Gross value of on-hand balance for service/repair parts that have sales or usage between 101 and 1,000 units as a percentage of total gross service/repair parts inventory value	[Percentage of on-hand balance value for parts with sales between 101 and 1000] 99909	
100744	Gross value of on-hand balance for service/repair parts that have sales or usage of 0 units as a percentage of total gross service/repair parts inventory value	([Gross value of on-hand balance for service/repair products that have zero sales or usage] / [Total gross value of on-hand balance for all service/repair products]) * 100.0 (98183 / 98187) * 100.0	
100753	Gross value of on-hand balance for service/repair parts that have sales or usage of more than 1,000 units as a percentage of total gross service/repair parts inventory value	[Percentage of on-hand balance value for parts with sales greater than 1000] 99909	
102067	Percentage of finished goods inventory requiring special handling or storage	[Percentage of finished goods inventory requiring special handling or storage] 12023	
102592	Percentage of sales orders scheduled to customer request	[Percentage of total sales orders scheduled according to customer request] 12036	

SUPPLY CHAIN MANAGEMENT (SCM)
MANUFACTURING (31 MEASURES)

COST EFFECTIVENESS (7 MEASURES)

100851	Manufacturing controllable cost as a percentage of revenue	([Manufacturing controllable costs] / [Total business entity revenue]) * 100.0 (11447 / 10029) * 100.0	✔
103169	Scrap and rework costs as a percentage of sales	[Scrap and rework costs as a percentage of sales] 11457	✔
104010	Total cost to manufacture per $1,000 revenue	[Total cost to manufacture] / ([Total business entity revenue] * .001) 10553 / (10029 * .001)	✔
100694	Engineering change order (ECO) costs as a percentage of the total new product development cost	[Engineering change-order costs as a percentage of total new product development costs] 11446	
100820	Labor costs as a percentage of cost of goods sold	[Labor cost as a percentage of cost of goods sold] 11604	
100860	Material costs as a percentage of cost of goods sold	[Material cost as a percentage of cost of goods sold] 11610	
101735	Overhead costs as a percentage of cost of goods sold	[Overhead cost as a percentage of cost of goods sold] 11605	

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] 10523	✔
100854	Primary product manufacturing cycle time in hours	[Primary product manufacturing cycle time in hours] 10527	✔
100697	Engineering change order (ECO) cycle time	[Engineering change-order cycle time in days] 11445	

SUPPLY CHAIN MANAGEMENT (SCM)
MANUFACTURING (31 MEASURES)

CYCLE TIME (5 MEASURES)

100690	Maximum elapsed time it takes to engineer, select, and negotiate with suppliers and order materials for customized configuration of non-standard items (capability model engineer-to-order only)	[Maximum elapsed time it takes to engineer, select, and negotiate with suppliers and order materials for customized configuration of non-standard items (capability model engineer-to-order only)] 10528	
103189	Primary product standard customer lead time in days	[Primary product standard customer lead time in days] 11436	

PROCESS EFFICIENCY (18 MEASURES)

100014	Actual production rate as a percentage of the maximum capable production rate	[Actual production rate as a percentage of the maximum for primary products] 11439	✔
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] 11450	✔
100726	Finished-product first-pass quality yield for primary products	[Finished-product first-pass quality yield for primary products] 11452	✔
101741	Perfect order performance	[Perfect order performance] 12083	✔
104217	Warranty costs (repair and replacement) as a percentage of sales	[Warranty costs as a percentage of sales] 11458	✔
100104	Asset turns	[Total asset turn rate] 11455	
100468	Cost of work-in-process (WIP) damaged during handling or storage as a percentage of total material cost	[Costs of WIP damaged in handling or storage as a percentage of total material costs] 11444	
100668	Direct labor availability	[Percentage of direct labor in manufacturing that is available for manufacturing activities] 11628	
100790	Inventory obsolescence as a percentage of total inventory	[Value of inventory obsolescence as a percentage of total inventory value] 11456	

SUPPLY CHAIN MANAGEMENT (SCM)
MANUFACTURING (31 MEASURES)

PROCESS EFFICIENCY (18 MEASURES)

101936	Percentage of defective parts per million	[Percentage of defective parts per million] 11453	
102737	Percentage of total labor used in manufacturing classified as direct labor	[Percentage of total labor used in manufacturing classified as direct labor] 11627	
100821	Personnel turnover rate as percentage of total work force for the most recent fiscal year	[Personnel turnover rate as percentage of total work force for the most recent fiscal year] 11459	
100251	Production schedule attainment during a primary products planning period	[Production schedule attainment during a primary products planning period] 11451	
103126	Raw material inventory days of supply	[Raw material days of supply] 11441	
100076	Raw material inventory turns	[Raw material inventory turn rate] 11440	
103152	Return on invested capital	[Return on invested capital] 18325	
104221	Work-in-process (WIP) inventory days of supply	[Work-in-process days of supply] 11443	
104225	Work-in-process (WIP) inventory turn rate	[WIP inventory turn rate in turns] 11448	

STAFF PRODUCTIVITY (1 MEASURES)

104202	Value of plant shipments per employee	[Most recent fiscal year's approximate currency value of plant shipments per employee] 11460	

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SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
COST EFFECTIVENESS (46 MEASURES)

ID	Measure	Formula	
103568	Total cost to perform the process "appraise and develop suppliers" per $1,000 purchases	[Total cost to perform the process "appraise and develop suppliers"] / ([Value of all materials and services purchased] * 0.0010) 11779 / (13220 * 0.0010)	✔
103572	Total cost to perform the process "appraise and develop suppliers" per $1,000 revenue	[Total cost to perform the process "appraise and develop suppliers"] / ([Total business entity revenue] * 0.0010) 11779 / (10029 * 0.0010)	✔
103644	Total cost to perform the process "develop sourcing strategies" per $1,000 purchases	[Total cost to perform the process "develop sourcing strategies"] / ([Value of all materials and services purchased] * 0.0010) 11726 / (13220 * 0.0010)	✔
103650	Total cost to perform the process "develop sourcing strategies" per $1,000 revenue	[Total cost to perform the process "develop sourcing strategies"] / ([Total business entity revenue] * 0.0010) 11726 / (10029 * 0.0010)	✔
103791	Total cost to perform the process "order materials and services" per $1,000 purchases	[Total cost to perform the process group "order materials and services"] / ([Value of all materials and services purchased] * .001) 11749 / (13220 * .001)	✔
103790	Total cost to perform the process "order materials and services" per $1,000 revenue	[Total cost to perform the process group "order materials and services"] / ([Total business entity revenue] * .001) 11749 / (10029 * .001)	✔
103901	Total cost to perform the process "select suppliers and develop/maintain contracts" per $1,000 purchases	[Total cost to perform the process "select suppliers and develop/maintain contracts"] / ([Value of all materials and services purchased] * 0.0010) 11741 / (13220 * 0.0010)	✔
103895	Total cost to perform the process "select suppliers and develop/maintain contracts" per $1,000 revenue	[Total cost to perform the process "select suppliers and develop/maintain contracts"] / ([Total business entity revenue] * 0.0010) 11741 / (10029 * 0.0010)	✔
103994	Total cost to perform the procurement process group as a percentage of revenue	([Total cost to perform the process group "procure materials and services"] / [Total business entity revenue]) * 100 (18324 / 10029) * 100	✔

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
COST EFFECTIVENESS (46 MEASURES)

103998	Total cost to perform the procurement process group per $1,000 purchases	[Total cost to perform the process group "procure materials and services"] / ([Value of all materials and services purchased]* .001) 18324 / (13220* .001)	✔
103997	Total cost to perform the procurement process group per $1,000 revenue	[Total cost to perform the process group "procure materials and services"] / ([Total business entity revenue] * .001) 18324 / (10029 * .001)	✔
104002	Total cost to perform the procurement process group per process group FTE	[Total cost to perform the process group "procure materials and services"] / ([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"]+ [Number of FTEs who perform the process "appraise and develop suppliers"]) 18324 / (13214 + 11740 + 11748+ 11778)	✔
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] 18324 / 11759	✔
104481	Other cost of the process "appraise and develop suppliers" per $1,000 revenue	[Overhead cost to perform the process "appraise and develop suppliers"]/([Total business entity revenue]*0.0010) 13252/(10029*0.0010)	
104472	Other cost of the process "develop sourcing strategies" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "develop sourcing strategies"]/([Total business entity revenue]*0.0010) 13218/(10029*0.0010)	
104475	Other cost of the process "order materials and services" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "order materials and services"]/([Total business entity revenue]*0.0010) 13230/(10029*0.0010)	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
COST EFFECTIVENESS (46 MEASURES)

104478	Other cost of the process "select suppliers and develop/maintain contracts" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "select suppliers and develop/maintain contracts"]/([Total business entity revenue] *0.0010) 13225/(10029*0.0010)	
104482	Outsourced cost of the process "appraise and develop suppliers" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "appraise and develop suppliers"]/([Total business entity revenue]*0.0010) 13253/(10029*0.0010)	
104473	Outsourced cost of the process "develop sourcing strategies" per $1,000 revenue	[Outsourced cost to perform the process "develop sourcing strategies"]/([Total business entity revenue]*0.0010) 13219/(10029*0.0010)	
104476	Outsourced cost of the process "order materials and services" per $1,000 revenue	[Outsourced cost to perform the process "order materials and services"]/([Total business entity revenue]*0.0010) 13231/(10029*0.0010)	
104479	Outsourced cost of the process "select suppliers and develop/maintain contracts" per $1,000 revenue	[Outsourced cost to perform the process "select suppliers and develop/maintain contracts"]/([Total business entity revenue]*0.0010) 13226/(10029*0.0010)	
104480	Overhead cost of the process "appraise and develop suppliers" per $1,000 revenue	[Systems cost to perform the process "appraise and develop suppliers"]/([Total business entity revenue]*0.0010) 13251/(10029*0.0010)	
104471	Overhead cost of the process "develop sourcing strategies" per $1,000 revenue	[Overhead cost to perform the process "develop sourcing strategies"]/([Total business entity revenue]*0.0010) 13217/(10029*0.0010)	
104474	Overhead cost of the process "order materials and services" per $1,000 revenue	[Overhead cost to perform the process "order materials and services"]/([Total business entity revenue]*0.0010) 13229/(10029*0.0010)	
104477	Overhead cost of the process "select suppliers and develop/maintain contracts" per $1,000 revenue	[Overhead cost to perform the process "select suppliers and develop/maintain contracts"]/([Total business entity revenue]*0.0010) 13224/(10029*0.0010)	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
COST EFFECTIVENESS (46 MEASURES)

102863	Personnel cost to perform the process "appraise and develop suppliers" per $1,000 purchases	[Personnel cost to perform the process "appraise and develop suppliers"] / ([Value of all materials and services purchased] * 0.0010) 13250 / (13220 * 0.0010)	
102867	Personnel cost to perform the process "appraise and develop suppliers" per $1,000 revenue	[Personnel cost to perform the process "appraise and develop suppliers"] / ([Total business entity revenue] * 0.0010) 13250 / (10029 * 0.0010)	
102908	Personnel cost to perform the process "develop sourcing strategies" per $1,000 purchases	[Personnel cost to perform the process "develop sourcing strategies"] / ([Value of all materials and services purchased] * 0.0010) 13215 / (13220 * 0.0010)	
102904	Personnel cost to perform the process "develop sourcing strategies" per $1,000 revenue	[Personnel cost to perform the process "develop sourcing strategies"] / ([Total business entity revenue] * 0.0010) 13215 / (10029 * 0.0010)	
102979	Personnel cost to perform the process "order materials and services" per $1,000 purchases	[Personnel cost to perform the process "order materials and services"] / ([Value of all materials and services purchased] * .001) 13227 / (13220 * .001)	
102978	Personnel cost to perform the process "order materials and services" per $1,000 revenue	[Personnel cost to perform the process "order materials and services"] / ([Total business entity revenue] * .001) 13227 / (10029 * .001)	
103025	Personnel cost to perform the process "select suppliers and develop/maintain contracts" per $1,000 purchases	[Personnel cost to perform the process "select suppliers and develop/maintain contracts"] / ([Value of all materials and services purchased] * 0.0010) 13222 / (13220 * 0.0010)	
103029	Personnel cost to perform the process "select suppliers and develop/maintain contracts" per $1,000 revenue	[Personnel cost to perform the process "select suppliers and develop/maintain contracts"] / ([Total business entity revenue] * 0.0010) 13222 / (10029 * 0.0010)	

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SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
COST EFFECTIVENESS (46 MEASURES)

103387	Systems cost of the procurement process group as a percentage of total cost of the process group	((([Systems cost to perform the process "develop sourcing strategies"] + [Systems cost to perform the process "select suppliers and develop/maintain contracts"] + [Systems cost to perform the process "order materials and services"] + [Systems cost to perform the process "appraise and develop suppliers"]) / ([Total cost to perform the process "develop sourcing strategies"] + [Total cost to perform the process "select suppliers and develop/maintain contracts"] + [Total cost to perform the process group "order materials and services"] + [Total cost to perform the process "appraise and develop suppliers"])) * 100.0 ((13216 + 13223 + 13228 + 13251) / (11726 + 11741 + 11749 + 11779)) * 100.0
103224	Systems cost to perform the process "appraise and develop suppliers" per $100,000 purchases	[Systems cost to perform the process "appraise and develop suppliers"] / ([Value of all materials and services purchased] * 0.000010) 13251 / (13220 * 0.000010)
103229	Systems cost to perform the process "appraise and develop suppliers" per $100,000 revenue	[Systems cost to perform the process "appraise and develop suppliers"] / ([Total business entity revenue] * 0.000010) 13251 / (10029 * 0.000010)
103271	Systems cost to perform the process "develop sourcing strategies" per $100,000 purchases	[Systems cost to perform the process "develop sourcing strategies"] / ([Value of all materials and services purchased] * 0.000010) 13216 / (13220 * 0.000010)
103266	Systems cost to perform the process "develop sourcing strategies" per $100,000 revenue	[Systems cost to perform the process "develop sourcing strategies"] / ([Total business entity revenue] * 0.000010) 13216 / (10029 * 0.000010)
103323	Systems cost to perform the process "order materials and services" per $100,000 purchases	[Systems cost to perform the process "order materials and services"] / ([Value of all materials and services purchased] * .00001) 13228 / (13220 * .00001)
103321	Systems cost to perform the process "order materials and services" per $100,000 revenue	[Systems cost to perform the process "order materials and services"] / ([Total business entity revenue] * .00001) 13228 / (10029 * .00001)

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)

COST EFFECTIVENESS (46 MEASURES)

103353	Systems cost to perform the process "select suppliers and develop/maintain contracts" per $100,000 purchases	[Systems cost to perform the process "select suppliers and develop/maintain contracts"] / ([Value of all materials and services purchased] * 0.000010) 13223 / (13220 * 0.000010)	
103358	Systems cost to perform the process "select suppliers and develop/maintain contracts" per $100,000 revenue	[Systems cost to perform the process "select suppliers and develop/maintain contracts"] / ([Total business entity revenue] * 0.000010) 13223 / (10029 * 0.000010)	
103797	Total cost to perform the process "order materials and services" per purchase order	[Total cost to perform the process group "order materials and services"] / [Number of purchase orders placed] 11749 / 11759	
103799	Total cost to perform the process "order materials and services" per purchase order line item	[Total cost to perform the process group "order materials and services"] / [Number of purchase order line items processed] 11749 / 11762	
103993	Total cost to perform the procurement process group as a percentage of cost of goods sold (COGS)	[Total cost to perform the process group "procure materials and services"] /[Cost of goods sold (COGS)] * 100 18324 /10550 * 100	
104005	Total cost to perform the procurement process group per purchase order line item	[Total cost to perform the process group "procure materials and services"] / [Number of purchase order line items processed] 18324 / 11762	

CYCLE TIME (4 MEASURES)

100322	Average supplier lead time on purchased materials	[Average supplier lead time on purchased materials] 10525	✔
100639	Cycle time in hours to place a purchase order	[Cycle time in hours from the receipt of a purchase requisition line item to the purchase order's transmission to the vendor/contractor] 10524	✔
100642	Days payable	[Days payable outstanding] 10562	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)

CYCLE TIME (4 MEASURES)

103094	Procure to pay cycle time in days	[Time in days required to pay suppliers from purchase order placement until payment complete] 11770	

PROCESS EFFICIENCY (32 MEASURES)

101214	Number of FTEs for the procurement process group per $1 billion purchases	([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"]) / ([Value of all materials and services purchased]* .000000001) (13214 + 11740 + 11748 + 11778) / (13220* .000000001)	✔
100985	Number of FTEs that perform the process "appraise and develop suppliers" per $1 billion purchases	[Number of FTEs who perform the process "appraise and develop suppliers"] / ([Value of all materials and services purchased] * .000000001) 11778 / (13220 * .000000001)	✔
101008	Number of FTEs that perform the process "develop sourcing strategies" per $1 billion purchases	[Number of FTEs who perform the process "develop sourcing strategies"] / ([Value of all materials and services purchased] * .000000001) 13214 / (13220 * .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 "order materials and services"]/ ([Value of all materials and services purchased] * .000000001) 11748/ (13220 * .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 "select suppliers and develop/maintain contracts"] / ([Value of all materials and services purchased] * .000000001) 11740 / (13220 * .000000001)	✔
102426	Percentage of purchase orders approved electronically	[Percentage of purchase orders approved electronically] 11769	✔

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
PROCESS EFFICIENCY (32 MEASURES)

100102	"Appraise and develop suppliers" FTEs as a percentage of procurement FTEs	([Number of FTEs who perform the process "appraise and develop suppliers"] / ([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"])) *100 (11778 / (13214 + 11740 + 11748 + 11778)) *100	
100666	"Develop sourcing strategies" FTEs as a percentage of procurement FTEs	([Number of FTEs who perform the process "develop sourcing strategies"] / ([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"])) *100 (13214 / (13214 + 11740 + 11748 + 11778)) *100	
101455	"Order materials/services" FTEs as a percentage of procurement FTEs	([Number of FTEs who perform the process group "order materials and services"] / ([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"])) *100 (11748 / (13214 + 11740 + 11748 + 11778)) *100	
103171	"Select suppliers and develop/maintain contracts" FTEs as a percentage of procurement FTEs	([Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] / ([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"])) *100 (11740 / (13214 + 11740 + 11748 + 11778)) *100	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
PROCESS EFFICIENCY (32 MEASURES)

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) 11785 / (13220 * .000001)	
100988	Number of FTEs that perform the process "appraise and develop suppliers" per $1 billion revenue	[Number of FTEs who perform the process "appraise and develop suppliers"] / ([Total business entity revenue] * .000000001) 11778 / (10029 * .000000001)	
101011	Number of FTEs that perform the process "develop sourcing strategies" per $1 billion revenue	[Number of FTEs who perform the process "develop sourcing strategies"]/ ([Total business entity revenue] * .000000001) 13214/ (10029 * .000000001)	
101074	Number of FTEs that perform the process "order materials and services" per $1 billion revenue	[Number of FTEs who perform the process group "order materials and services"]/ ([Total business entity revenue] * .000000001) 11748/ (10029 * .000000001)	
104250	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per $1 billion revenue	[Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] / ([Total business entity revenue] * .000000001) 11740 / (10029 * .000000001)	
104251	Number of FTEs that perform the procurement process group per $1 billion revenue	([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"]) / ([Total business entity revenue] * .000000001) (13214 + 11740 + 11748 + 11778) / (10029 * .000000001)	
102415	Percentage of purchase order line items received complete	[Percentage of purchase order line items received with all items complete] 11767	
102419	Percentage of purchase order line items received damage free	([Purchase order line items received damage free] / [Number of purchase order line items processed]) * 100.0 (11763 / 11762) * 100.0	

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SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
PROCESS EFFICIENCY (32 MEASURES)

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] 11768	
102428	Percentage of purchase orders received complete	[Percentage of purchase orders received with all items complete] 11766	
102430	Percentage of purchase orders received damage free	([Number of purchase orders received with all items damage free] / [Number of purchase orders placed]) * 100 (11761 / 11759) * 100	
101861	Percentage of purchase value from certified vendors	[Percentage of purchase value from certified vendors] 11743	
102452	Percentage of purchase value transacted via a private electronic marketplace	[Percentage of purchases by currency volume transacted electronically via private online trade exchange] 98333	
102454	Percentage of purchase value transacted via a public electronic marketplace	[Percentage of purchases by currency volume transacted electronically via public online trade exchange] 98334	
102450	Percentage of purchase value transacted via an electronic marketplace	([Percentage of purchases by currency volume transacted electronically via private online trade exchange] + [Percentage of purchases by currency volume transacted electronically via public online trade exchange]) (98333 + 98334)	
102648	Percentage of supplier orders received by original request date (on time)	[Percentage of supplier orders delivered by original request date] 11771	
102703	Percentage of total number of goods receipts received without item and quantity verification	([Number of goods receipts received without item and quantity verification] / [Number of parts and materials receipts received]) * 100 (11753 / 11751) * 100	
102705	Percentage of total number of items purchased and received failing inspection (incoming material quality)	([Items received that fail inspection] / [Number of items received]) * 100.0 (11757 / 11756) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)

PROCESS EFFICIENCY (32 MEASURES)

102822	Percentage of total purchases procured via maverick buying	[Percentage of total purchase value procured via maverick buying] 11731	
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] 11787	
103199	Strategic suppliers as a percentage of all active suppliers	([Number of active suppliers considered strategic suppliers] / [Number of active unique suppliers in vendor master file]) * 100 (11788 / 11785) * 100	
100385	Transaction amount per purchase order	[Average transaction amount per purchase order] 11760	

STAFF PRODUCTIVITY (5 MEASURES)

101391	Number of purchase order line items processed per "order materials and services" FTE	[Number of purchase order line items processed] / [Number of FTEs who perform the process group "order materials and services"] 11762 / 11748	✔
101393	Number of purchase orders processed per "order materials and services" FTE	[Number of purchase orders placed] / [Number of FTEs who perform the process group "order materials and services"] 11759 / 11748	✔
104129	Number of purchase orders processed per procurement process group FTE	[Number of purchase orders placed] / ([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"]+ [Number of FTEs who perform the process "appraise and develop suppliers"]) 11759 / (13214 + 11740 + 11748+ 11778)	✔

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)

STAFF PRODUCTIVITY (5 MEASURES)

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 "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"]+ [Number of FTEs who perform the process "appraise and develop suppliers"]) 11785 / (13214 + 11740 + 11748+ 11778)	
104139	Total purchase value (spend, in thousands of dollars) per procurement process group FTE	([Value of all materials and services purchased] /([Number of FTEs who perform the process "develop sourcing strategies"] + [Number of FTEs who perform the process group "select suppliers and develop/maintain contracts"] + [Number of FTEs who perform the process group "order materials and services"] + [Number of FTEs who perform the process "appraise and develop suppliers"])) * .001 (13220 /(13214 + 11740 + 11748 + 11778)) * .001	

SUPPLEMENTAL INFORMATION (30 MEASURES)

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 (11727 /13220) * 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 (11728 /13220) * 100	
102404	Percentage of procurement process group staff with formal training in negotiations	[Percentage of procurement department staff with formal training in negotiations] 11725	
102405	Percentage of procurement process group staff with over three years of purchasing operations experience	[Percentage of procurement department staff with over three years of purchasing operations experience] 11724	
102406	Percentage of procurement process group staff with over three years of strategic sourcing/commodity management experience	[Percentage of procurement department staff with over three years of strategic sourcing/commodity management experience] 11723	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
SUPPLEMENTAL INFORMATION (30 MEASURES)

102424	Percentage of purchase order line items transacted via a portal	[Percentage of purchase order line items transacted via portal] 98327	
102432	Percentage of purchase requisition line items allocated among the following request method: electronic request direct to internal purchasing department	([Number of purchase requisition line items by electronic request direct to internal purchasing department] / [Number of purchase requisition line items processed]) * 100.0 (13233 / 11750) * 100.0	
102447	Percentage of purchase requisition line items allocated among the following request method: electronic request direct to vendor	([Number of purchase requisition line items by electronic request direct to vendor] / [Number of purchase requisition line items processed]) * 100.0 (13234 / 11750) * 100.0	
102435	Percentage of purchase requisition line items allocated among the following request method: other	([Number of purchase requisition line items by other request methods] / [Number of purchase requisition line items processed]) * 100.0 (13237 / 11750) * 100.0	
102438	Percentage of purchase requisition line items allocated among the following request method: paper	([Number of purchase requisition line items by paper request] / [Number of purchase requisition line items processed]) * 100.0 (13232 / 11750) * 100.0	
102441	Percentage of purchase requisition line items allocated among the following request method: telephone request direct to internal purchasing department	([Number of purchase requisition line items by telephone request direct to internal purchasing department] / [Number of purchase requisition line items processed]) * 100.0 (13235 / 11750) * 100.0	
102444	Percentage of purchase requisition line items allocated among the following request method: telephone request direct to vendor	([Number of purchase requisition line items by telephone request direct to vendor] / [Number of purchase requisition line items processed]) * 100.0 (13236 / 11750) * 100.0	
102665	Percentage of the total value of purchases allocated among the following purchase arrangement type: blanket/contract orders	([Value of purchases placed by blanket/contract orders] / [Value of all materials and services purchased]) * 100.0 (13246 / 13220) * 100.0	
102663	Percentage of the total value of purchases allocated among the following purchase arrangement type: individual purchase orders	([Value of purchases placed by individual purchase orders] / [Value of all materials and services purchased]) * 100.0 (13245 / 13220) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
SUPPLEMENTAL INFORMATION (30 MEASURES)

102659	Percentage of the total value of purchases allocated among the following purchase arrangement type: procurement cards	([Value of purchases placed by procurement cards] / [Value of all materials and services purchased]) * 100.0 (13247 / 13220) * 100.0	
102669	Percentage of the total value of purchases allocated among the following submission method: other	([Value of purchase order line items submitted by other methods] / [Value of all materials and services purchased]) * 100.0 (13244 / 13220) * 100.0	
102671	Percentage of the total value of purchases placed by non-traditional submission methods (without a buyer or purchasing agent being involved to process the transaction)	(([Value of purchase order line items submitted by internet] + [Value of purchase order line items submitted by WAP] + [Value of purchase order line items submitted by EDI]) / [Value of all materials and services purchased]) * 100.0 ((13238 + 13239 + 13240) / 13220) * 100.0	
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] 13221	
102716	Percentage of total value of materials and services purchases included in total cost of ownership model	[Percentage of materials and services purchase value that is included in a TCO model] 11734	
102746	Percentage of total value of purchases allocated among the following purchase arrangement type: other	([Value of purchases placed by other methods] / [Value of all materials and services purchased]) * 100.0 (13249 / 13220) * 100.0	
102750	Percentage of total value of purchases allocated among the following purchase arrangement type: replenishment/vendor management inventor	([Value of purchases placed by replenishment/vendor managed inventory] / [Value of all materials and services purchased]) * 100.0 (13248 / 13220) * 100.0	
102754	Percentage of total value of purchases allocated among the following submission method: electronic data interchange	([Value of purchase order line items submitted by EDI] / [Value of all materials and services purchased]) * 100.0 (13240 / 13220) * 100.0	
102758	Percentage of total value of purchases allocated among the following submission method: fax	([Value of purchase order line items submitted by fax] / [Value of all materials and services purchased]) * 100.0 (13241 / 13220) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
PROCUREMENT (117 MEASURES)
SUPPLEMENTAL INFORMATION (30 MEASURES)

102762	Percentage of total value of purchases allocated among the following submission method: internet	([Value of purchase order line items submitted by internet] / [Value of all materials and services purchased]) * 100.0 (13238 / 13220) * 100.0	
102766	Percentage of total value of purchases allocated among the following submission method: mail	([Value of purchase order line items submitted by mail] / [Value of all materials and services purchased]) * 100.0 (13242 / 13220) * 100.0	
102770	Percentage of total value of purchases allocated among the following submission method: telephone	([Value of purchase order line items submitted by telephone] / [Value of all materials and services purchased]) * 100.0 (13243 / 13220) * 100.0	
102774	Percentage of total value of purchases allocated among the following submission method: wireless application protocol	([Value of purchase order line items submitted by WAP] / [Value of all materials and services purchased]) * 100.0 (13239 / 13220) * 100.0	
101867	Percentage of value of purchased material that is received from vendors that participate in vendor-managed inventory programs	[Percentage of value of purchased materials from vendors that participate in vendor-managed programs] 11786	
102804	Percentage of value of supplier certified purchased material	[Percentage of total value of purchased material that is supplier certified] 11772	
104199	Value of materials and services per $1,000 revenue	[Value of all materials and services purchased] / ([Total business entity revenue] * .001) 13220 / (10029 * .001)	

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SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

100253	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service extension projects	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service extension projects] 98358	✔
100256	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service extension projects per $1,000 revenue	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service extension projects] / ([Total business entity revenue] * 0.0010) 98358 / (10029 * 0.0010)	✔
100262	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service improvement projects per $1,000 revenue	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service improvement projects] / ([Total business entity revenue] * 0.0010) 98357 / (10029 * 0.0010)	✔
100267	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects per $1,000 revenue	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects] / ([Total business entity revenue] * 0.0010) 10483 / (10029 * 0.0010)	✔
100425	Cost of existing product/service extension opportunities per $1,000 revenue	[Cost of new product/service opportunities from existing product/service extensions] / ([Total business entity revenue] * 0.0010) 98382 / (10029 * 0.0010)	✔
100427	Cost of existing product/service extension opportunities per product/service extensions opportunity	[Cost of new product/service opportunities from existing product/service extensions] / [Number of product/service opportunities that are existing product/service extensions] 98382 / 98378	✔
100429	Cost of existing product/service improvement opportunities per $1,000 revenue	[Cost of new product/service opportunities from existing product/service improvements] / ([Total business entity revenue] * 0.0010) 98381 / (10029 * 0.0010)	✔

SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

100431	Cost of existing product/service improvement opportunities per product/service improvement opportunity	[Cost of new product/service opportunities from existing product/service improvements] / [Number of product/service opportunities that are existing product/service improvements] 98381 / 98377	✔
100447	Cost of new product/service development opportunities per $1,000 revenue	[Cost of new product/service opportunities from new product/service developments] / ([Total business entity revenue] * 0.0010) 98383 / (10029 * 0.0010)	✔
100449	Cost of new product/service development opportunities per new product/service opportunity	[Cost of new product/service opportunities from new product/service developments] / [Number of product/service opportunities that are new product/service developments] 98383 / 98379	✔
101478	Other cost to design and develop products/services per project that enters the test market products/services phase	[Costs other than personnel, systems, overhead, and outsourced to design and develop products/services] / [Number of projects that enter the test market products/services phase] 10416 / 98399	✔
101491	Other cost to generate new product/service ideas per new product/service opportunity	[Costs other than personnel, systems, overhead, and outsourced to generate new product/service ideas] / [Total number of product/service opportunities] 10415 / 98376	✔
101517	Other cost to support product manufacturing or service delivery per project that exits or completes the test market products/services phase	[Costs other than personnel, systems, overhead, and outsourced to support product manufacturing or service delivery] / [Number of projects that exit or complete the test market products/services phase] 10418 / 98400	✔
101521	Other cost to test market products/services per project that exits or completes the test market products/services phase	[Costs other than personnel, systems, overhead, and outsourced to test market products/services] / [Number of projects that exit or complete the test market products/services phase] 10417 / 98400	✔
101547	Outsourced cost to design and develop products/services per project that enters the test market products/services phase	[Outsourced cost to design and develop products/services] / [Number of projects that enter the test market products/services phase] 10416 / 98399	✔

SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

101558	Outsourced cost to generate new product/service ideas per new product/service opportunity	[Outsourced cost to generate new product/service ideas] / [Total number of product/service opportunities] 10415 / 98376	✔
101589	Outsourced cost to support product manufacturing or service delivery per project that exits or completes the test market products/services phase	[Outsourced cost to support product manufacturing or service delivery] / [Number of projects that exit or complete the test market products/services phase] 10418 / 98400	✔
101591	Outsourced cost to test market products/services per project that exits or completes the test market products/services phase	[Outsourced cost to test market products/services] / [Number of projects that exit or complete the test market products/services phase] 10417 / 98400	✔
101681	Overhead cost to design and develop products/services per projects that enters the test market products/services phase	[Overhead cost to design and develop products/services] / [Number of projects that enter the test market products/services phase] 10416 / 98399	✔
101694	Overhead cost to generate new product/service ideas per new product/service opportunities	[Overhead cost to generate new product/service ideas] / [Total number of product/service opportunities] 10415 / 98376	✔
101720	Overhead cost to support product manufacturing or service delivery per project that exits or completes the test market products/services phase	[Overhead cost to support product manufacturing or service delivery] / [Number of projects that exit or complete the test market products/services phase] 10418 / 98400	✔
101724	Overhead cost to test market products/services per project that exits or completes the test market products/services phase	[Overhead cost to test market products/services] / [Number of projects that exit or complete the test market products/services phase] 10417 / 98400	✔
102892	Personnel cost to design and develop products/services per project that enters the test market products/services phase	[Personnel cost to design and develop products/services] / [Number of projects that enter the test market products/services phase] 10416 / 98399	✔
102929	Personnel cost to generate new product/service ideas per new product/service opportunity	[Personnel cost to generate new product/service ideas] / [Total number of product/service opportunities] 10415 / 98376	✔

SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)
COST EFFECTIVENESS (35 MEASURES)

103040	Personnel cost to support product manufacturing or service delivery project that exits or completes the test market products/services phase	[Personnel cost to support product manufacturing or service delivery] / [Number of projects that exit or complete the test market products/services phase] 10418 / 98400	✔
103044	Personnel cost to test market products/services per project that exits or completes the test market products/services phase	[Personnel cost to test market products/services] / [Number of projects that exit or complete the test market products/services phase] 10417 / 98400	✔
103253	Systems cost to design and develop products/services per project that enters the test market products/services phase	[Systems cost to design and develop products/services] / [Number of projects that enter the test market products/services phase] 10416 / 98399	✔
103286	Systems cost to generate new product/service ideas per new product/service opportunity	[Systems cost to generate new product/service ideas] / [Total number of product/service opportunities] 10415 / 98376	✔
103368	Systems cost to support product manufacturing or service delivery per project that exits or completes the test market products/services phase	[Systems cost to support product manufacturing or service delivery] / [Number of projects that exit or complete the test market products/services phase] 10418 / 98400	✔
103372	Systems cost to test market products/services per projects that exits or completes the test market products/services phase	[Systems cost to test market products/services] / [Number of projects that exit or complete the test market products/services phase] 10417 / 98400	✔
103617	Total cost to design and develop products/services per project that enters the test market products/services phase	[Total cost to design and develop products/services] / [Number of projects that enter the test market products/services phase] 10416 / 98399	✔
103512	Total cost to develop and manage products and services per project that exits or completes the test market products/services phase	([Total cost to generate new product/service ideas] + [Total cost to design and develop products/services] + [Total cost to test market products/services] + [Total cost to support product manufacturing or service delivery]) / [Number of projects that exit or complete the test market products/services phase] (10415 + 10416 + 10417 + 10418) / 98400	✔

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SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)

COST EFFECTIVENESS (35 MEASURES)

ID	Measure	Formula	
103924	Total cost to support product manufacturing or service delivery per project that exits or completes the test market products/services phase	[Total cost to support product manufacturing or service delivery] / [Number of projects that exit or complete the test market products/services phase] 10418 / 98400	✔
103929	Total cost to test market products/services per project that exits or completes the test market products/services phase	[Total cost to test market products/services] / [Number of projects that exit or complete the test market products/services phase] 10417 / 98400	✔
100270	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects	[Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects] 10483	

CYCLE TIME (4 MEASURES)

ID	Measure	Formula	
100193	Average design cycle time in days for all products	[Average design cycle time in days for all products] 98401	
103464	Average time-to-market in days for existing product/service extension projects	[Average time-to-market in days from the start of the design and develop products/services process until the existing product/service extension project is ready for sale] 98354	
103468	Average time-to-profitability in months for existing product/service extension projects	[Average time-to-profitability in months for existing product/service extension projects] 98360	
100656	Cycle time in days from the start of the design and develop products/services process through the completion of the test market for products/services for existing product/service extension projects	[Cycle time in days from the start of the design and develop products/services process through the completion of the test market for products/services for existing product/service extension projects] 98352	

PROCESS EFFICIENCY (22 MEASURES)

ID	Measure	Formula	
100184	Average design and develop hours for existing product/service extension projects	[Average number of hours to design and develop products/services for existing product/service extension projects] 98346	

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SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)
PROCESS EFFICIENCY (22 MEASURES)

100187	Average design and develop hours for existing product/service improvement projects	[Average number of hours to design and develop products/services for existing product/service improvement projects] 98345	
100190	Average design and develop hours for new product/service development projects	[Average number of hours to design and develop products/services for new product/service development projects] 98347	
100198	Average generate new ideas hours for existing product/service extension projects	[Average number of hours to generate new product/service ideas for existing product/service extension projects] 98343	
100201	Average generate new ideas hours for existing product/service improvement projects	[Average number of hours to generate new product/service ideas for existing product/service improvement projects] 98342	
100204	Average generate new ideas hours for new product/service development projects	[Average number of hours to generate new product/service ideas for new product/service development projects] 98344	
100236	Average percentage variance from budget for existing product/service extension projects	[Average percentage variance from budget for existing product/service extension projects] 98364	
100239	Average percentage variance from budget for existing product/service improvement projects	[Average percentage variance from budget for existing product/service improvement projects] 98363	
100242	Average percentage variance from budget for new product/service development projects	[Average percentage variance from budget for new product/service development projects] 98365	
100278	Average team size in FTEs for existing product/service extension projects	[Average team size in FTEs for existing product/service extension projects] 98349	
100275	Average team size in FTEs for existing product/service extension projects per $1 billion revenue	[Average team size in FTEs for existing product/service extension projects] / ([Total business entity revenue] * 0.000000001) 98349 / (10029 * 0.000000001)	

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SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)
PROCESS EFFICIENCY (22 MEASURES)

100284	Average team size in FTEs for existing product/service improvement projects	[Average team size in FTEs for existing product/service improvement projects] 98348	
100281	Average team size in FTEs for existing product/service improvement projects per $1 billion revenue	[Average team size in FTEs for existing product/service improvement projects] / ([Total business entity revenue] * 0.000000001) 98348 / (10029 * 0.000000001)	
100290	Average team size in FTEs for new product/service development projects	[Average team size in FTEs for new product/service development projects] 98350	
100287	Average team size in FTEs for new product/service development projects per $1 billion revenue	[Average team size in FTEs for new product/service development projects] / ([Total business entity revenue] * 0.000000001) 98350 / (10029 * 0.000000001)	
101359	Number of new product/service opportunities generated per $1,000 revenue	[Number of product/service opportunities that are new product/service developments] / ([Total business entity revenue] * 0.0010) 98379 / (10029 * 0.0010)	
101381	Number of product/service extensions generated per $1,000 revenue	[Number of product/service opportunities that are existing product/service extensions] / ([Total business entity revenue] * 0.0010) 98378 / (10029 * 0.0010)	
101387	Number of product/service improvements generated per $1,000 revenue	[Number of product/service opportunities that are existing product/service improvements] / ([Total business entity revenue] * 0.0010) 98377 / (10029 * 0.0010)	
101979	Percentage of existing product/service extension projects launched on budget	[Percentage of existing product/service extension projects launched on budget] 98362	
101982	Percentage of existing product/service extension projects launched on time	[Percentage of existing product/service extension projects launched on time] 98356	
103119	Ratio of projects that enter the design and develop products/services phase to projects that enter the test market products/services phase	[Number of projects that enter the design and develop products/services phase] / [Number of projects that enter the test market products/services phase] 98398 / 98399	

SUPPLY CHAIN MANAGEMENT (SCM)
PRODUCT DEVELOPMENT (64 MEASURES)

PROCESS EFFICIENCY (22 MEASURES)

103120	Ratio of projects that enter the test market products/services phase to projects that exit or complete the test market products/services phase	[Number of projects that enter the test market products/services phase] / [Number of projects that exit or complete the test market products/services phase] 98399 / 98400	

STAFF PRODUCTIVITY (3 MEASURES)

101378	Number of product/service extensions generated per generate new product/service ideas FTE	[Number of product/service opportunities that are existing product/service extensions] / [Number of FTEs who generate new product/service ideas] 98378 / 98367	✔
101384	Number of product/service improvements generated per generate new product/service ideas FTE	[Number of product/service opportunities that are existing product/service improvements] / [Number of FTEs who generate new product/service ideas] 98377 / 98367	✔
101350	Number of new product/service development concepts per generate new product/service ideas FTE	[Number of product/service opportunities that are new product/service developments] / [Number of FTEs who generate new product/service ideas] 98379 / 98367	

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)
COST EFFECTIVENESS (30 MEASURES)

100505	Combined personnel and systems costs of the customer order management function as a percentage of the total cost the function	((([Personnel cost to perform the process "develop customer care/customer service strategy"] + [Personnel cost to perform the process "manage sales orders"] + [Personnel cost to perform the process "service customers"] + [Personnel cost to perform the process "manage returns; manage reverse logistics"] + [Systems cost to perform the process "develop customer care/customer service strategy"] + [Systems cost to perform the process "manage sales orders"] + [Systems cost to perform the process "service customers"] + [Systems cost to perform the process "manage returns; manage reverse logistics"]) / ([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"])) * 100.0 ((13255 + 13260 + 13273 + 13278 + 13256 + 13261 + 13274 + 13279) / (11823 + 11840 + 11881 + 11893)) * 100.0	✔
103035	Personnel cost of the process "service customers" per $1,000 revenue	[Personnel cost to perform the process "service customers"] / ([Total business entity revenue] * 0.0010) 13273 / (10029 * 0.0010)	✔
102959	Personnel cost to perform the process "manage returns; manage reverse logistics" per $1,000 revenue	[Personnel cost to perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.0010) 13278 / (10029 * 0.0010)	✔
103363	Systems cost of the process "service customers" per $100,000 revenue	[Systems cost to perform the process "service customers"] / ([Total business entity revenue] * 0.000010) 13274 / (10029 * 0.000010)	✔
103306	Systems cost to perform the process "manage returns; manage reverse logistics" per $100,000 revenue	[Systems cost to perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.000010) 13279 / (10029 * 0.000010)	✔

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)

COST EFFECTIVENESS (30 MEASURES)

103520	Total cost of the customer order management function per $1,000 revenue	([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"]) / ([Total business entity revenue] * 0.0010) (11823 + 11840 + 11881 + 11893) / (10029 * 0.0010)	✔
103523	Total cost of the customer order management function per function FTE	([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"]) / ([Number of FTEs who perform the process group "develop customer care/customer service strategy"] + [Number of FTEs who perform the process "manage sales orders"] + [Number of FTEs who perform the process "service customers"] + [Number of FTEs who perform the process "manage returns; manage reverse logistics"]) (11823 + 11840 + 11881 + 11893) / (11822 + 11839 + 11880 + 11892)	✔
103527	Total cost of the customer order management function per sales order	([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"]) / [Number of sales orders placed] (11823 + 11840 + 11881 + 11893) / 10225	✔
103532	Total cost of the customer order management function per sales order line item	([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"]) / [Number of sales order line items] (11823 + 11840 + 11881 + 11893) / 11842	✔

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)
COST EFFECTIVENESS (30 MEASURES)

103911	Total cost of the process "service customers" per $1,000 revenue	[Total cost to perform the process "service customers"] / ([Total business entity revenue] * 0.0010) 11881 / (10029 * 0.0010)	✔
103747	Total cost to perform the process "manage returns; manage reverse logistics" per $1,000 revenue	[Total cost to perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.0010) 11893 / (10029 * 0.0010)	✔
103755	Total cost to perform the process "manage returns; manage reverse logistics" per sales order line item	[Total cost to perform the process "manage returns; manage reverse logistics"] / [Number of sales order line items] 11893 / 11842	✔
101460	Other cost of the customer order management function as a percentage of the total cost of the function	((([Costs other than personnel, systems, overhead, and outsourced to perform the process "develop customer care/customer service strategy"] + [Costs other than personnel, systems, overhead, and outsourced to perform the process "manage sales orders"] + [Costs other than personnel, systems, overhead, and outsourced to perform the process "service customers"] + [Costs other than personnel, systems, overhead, and outsourced to perform the process "manage returns; manage reverse logistics"]) / ([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"])) * 100.0 ((13258 + 13263 + 13276 + 13281) / (11823 + 11840 + 11881 + 11893)) * 100.0	
101512	Other cost of the process "service customers" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "service customers"] / ([Total business entity revenue] * 0.0010) 13276 / (10029 * 0.0010)	
101500	Other cost to perform the process "manage returns; manage reverse logistics" per $1,000 revenue	[Costs other than personnel, systems, overhead, and outsourced to perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.0010) 13281 / (10029 * 0.0010)	

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)

COST EFFECTIVENESS (30 MEASURES)

101535	Outsourced cost of the customer order management function as a percentage of the total cost of the function	((([Outsourced cost to perform the process "develop customer care/customer service strategy"] + [Outsourced cost to perform the process "manage sales orders"] + [Outsourced cost to perform the process "service customers"] + [Outsourced cost to perform the process "manage returns; manage reverse logistics"]) / ([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"])) * 100.0 ((13259 + 13264 + 13277 + 13282) / (11823 + 11840 + 11881 + 11893)) * 100.0
101585	Outsourced cost of the process "service customers" per $1,000 revenue	[Outsourced cost to perform the process "service customers"] / ([Total business entity revenue] * 0.0010) 13277 / (10029 * 0.0010)
101564	Outsourced cost to perform the process "manage returns; manage reverse logistics" per $1,000 revenue	[Outsourced cost to perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.0010) 13282 / (10029 * 0.0010)
101661	Overhead cost of the customer order management function as a percentage of the total cost of the function	((([Overhead cost to perform the process "develop customer care/customer service strategy"] + [Overhead cost to perform the process "manage sales orders"] + [Overhead cost to perform the process "service customers"] + [Overhead cost to perform the process "manage returns; manage reverse logistics"]) / ([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"])) * 100.0 ((13257 + 13262 + 13275 + 13280) / (11823 + 11840 + 11881 + 11893)) * 100.0
101715	Overhead cost of the process "service customers" per $1,000 revenue	[Overhead cost to perform the process "service customers"] / ([Total business entity revenue] * 0.0010) 13275 / (10029 * 0.0010)

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)

COST EFFECTIVENESS (30 MEASURES)

101702	Overhead cost to perform the process "manage returns; manage reverse logistics" per $1,000 revenue	[Overhead cost to perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.0010) 13280 / (10029 * 0.0010)
102853	Personnel cost of the customer order management function as a percentage of the total cost of the function	(([Personnel cost to perform the process "develop customer care/customer service strategy"] + [Personnel cost to perform the process "manage sales orders"] + [Personnel cost to perform the process "service customers"] + [Personnel cost to perform the process "manage returns; manage reverse logistics"]) / ([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"])) * 100.0 ((13255 + 13260 + 13273 + 13278) / (11823 + 11840 + 11881 + 11893)) * 100.0
103216	Systems cost of the customer order management function as a percentage of the total cost of the function	(([Systems cost to perform the process "develop customer care/customer service strategy"] + [Systems cost to perform the process "manage sales orders"] + [Systems cost to perform the process "service customers"] + [Systems cost to perform the process "manage returns; manage reverse logistics"]) / ([Total cost to perform the process group "develop customer care/customer service strategy"] + [Total cost to perform the process "manage sales orders"] + [Total cost to perform the process "service customers"] + [Total cost to perform the process "manage returns; manage reverse logistics"])) * 100.0 ((13256 + 13261 + 13274 + 13279) / (11823 + 11840 + 11881 + 11893)) * 100.0
103908	Total cost of the process "service customers" per "service customers" FTE	[Total cost to perform the process "service customers"] / [Number of FTEs who perform the process "service customers"] 11881 / 11880
103915	Total cost of the process "service customers" per sales order	[Total cost to perform the process "service customers"] / [Number of sales orders placed] 11881 / 10225

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)

COST EFFECTIVENESS (30 MEASURES)

103919	Total cost of the process "service customers" per sales order line item	[Total cost to perform the process "service customers"] / [Number of sales order line items] 11881 / 11842	
103743	Total cost to perform the process "manage returns; manage reverse logistics" per process FTE	[Total cost to perform the process "manage returns; manage reverse logistics"] / [Number of FTEs who perform the process "manage returns; manage reverse logistics"] 11893 / 11892	
103751	Total cost to perform the process "manage returns; manage reverse logistics" per sales order	[Total cost to perform the process "manage returns; manage reverse logistics"] / [Number of sales orders placed] 11893 / 10225	
104158	Total supply chain cost per sales order	[Supply chain management costs] / [Number of sales orders fulfilled] 10549 / 10225	
104161	Total supply chain cost per sales order line item	[Supply chain management costs] / [Number of sales order line items] 10549 / 11842	

PROCESS EFFICIENCY (10 MEASURES)

101144	Number of FTEs that perform the process "service customers" per $1 billion revenue	[Number of FTEs who perform the process "service customers"] / ([Total business entity revenue] * 0.000000001) 11880 / (10029 * 0.000000001)	✔
100813	Key customer profitability	[Percentage of profitability change for the top 20 percent of customers] 11852	
100976	Number of FTEs that perform the customer order management function per $1 billion revenue	([Number of FTEs who perform the process group "develop customer care/customer service strategy"] + [Number of FTEs who perform the process "manage sales orders"] + [Number of FTEs who perform the process "service customers"] + [Number of FTEs who perform the process "manage returns; manage reverse logistics"]) / ([Total business entity revenue] * 0.000000001) (11822 + 11839 + 11880 + 11892) / (10029 * 0.000000001)	

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)

PROCESS EFFICIENCY (10 MEASURES)

101063	Number of FTEs that perform the process "manage returns; manage reverse logistics" per $1 billion revenue	[Number of FTEs who perform the process "manage returns; manage reverse logistics"] / ([Total business entity revenue] * 0.000000001) 11892 / (10029 * 0.000000001)	
101833	Percentage of active customers who transact via an electronic marketplace	[Percentage of active customers who transact via an electronic marketplace] 11860	
101913	Percentage of corrective actions for customer complaints that are completed within 15 days	[Percentage of corrective actions for customer complaints that are completed within 15 days] 11856	
101918	Percentage of customer accounts set up for electronic data interchange (EDI)	([Customer accounts set up for EDI to submit sales orders] / [Number of customers in the customer master file]) * 100.0 (11858 / 11857) * 100.0	
102552	Percentage of sales order line items delivered on time	([Sales order line items delivered on time as scheduled] / [Number of sales order line items]) * 100.0 (11848 / 11842) * 100.0	
102560	Percentage of sales order line items requiring no human intervention to create, modify, or fulfill	[Percentage of sales order line items requiring no manual intervention to create, modify, or fulfill] 11849	
102563	Percentage of sales orders transacted via a portal	[Percentage of sales orders transacted via portal] 98463	

SUPPLEMENTAL INFORMATION (37 MEASURES)

102473	Percentage of returned goods that are disposed of through other methods	[Percentage of returned goods that are disposed of through other methods] 13299	
102467	Percentage of returned goods that are donated	[Percentage of returned goods that are donated] 13292	
102476	Percentage of returned goods that are recycled (materials reclaimed, leased)	[Percentage of returned goods that are recycled] 13293	

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)
SUPPLEMENTAL INFORMATION (37 MEASURES)

102479	Percentage of returned goods that are remanufactured and resold through a secondary channel	[Percentage of returned goods that are remanufactured and resold] 13294	
102482	Percentage of returned goods that are repackaged and resold through a secondary channel	[Percentage of returned goods that are repackaged and resold] 13295	
102485	Percentage of returned goods that are resold as-is through a secondary channel	[Percentage of returned goods that are resold as-is] 13296	
102470	Percentage of returned goods that are sent to a landfill	[Percentage of returned goods that are sent to a landfill] 13298	
102488	Percentage of returned goods that are sold as scrap	[Percentage of returned goods that are sold as scrap] 13297	
102531	Percentage of sales order line items changed after initial order placement through direct connection to the system	([Number of sales order line items changed after initial order placement through direct connection to the system] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98478 / 98483) * 100.0	
102533	Percentage of sales order line items changed after initial order placement through electronic data interchange (EDI)	([Number of sales order line items changed after initial order placement through EDI] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98477 / 98483) * 100.0	
102535	Percentage of sales order line items changed after initial order placement through e-mail	([Number of sales order line items changed after initial order placement through e-mail] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98479 / 98483) * 100.0	
102537	Percentage of sales order line items changed after initial order placement through fax and mail	([Number of sales order line items changed after initial order placement through fax and mail] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98480 / 98483) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)
SUPPLEMENTAL INFORMATION (37 MEASURES)

102539	Percentage of sales order line items changed after initial order placement through other methods	([Number of sales order line items changed after initial order changed through methods other than the internet, WAP, EDI, direct connection to the system, e-mail, fax and mail, and the telephone] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98482 / 98483) * 100.0	
102541	Percentage of sales order line items changed after initial order placement through telephone	([Number of sales order line items changed after initial order placement through telephone] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98481 / 98483) * 100.0	
102543	Percentage of sales order line items changed after initial order placement through the internet	([Number of sales order line items changed after initial order placement through the internet] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98475 / 98483) * 100.0	
102545	Percentage of sales order line items changed after initial order placement through WAP	([Number of sales order line items changed after initial order placement through WAP] / [Number of sales order line items changed by the customer after the initial order placement]) * 100.0 (98476 / 98483) * 100.0	
104352	Percentage of sales order line items changed by the customer following initial order entry	([Number of sales order line items changed by the customer after the initial order placement] / [Number of sales order line items]) * 100.0 (98465 / 11842) * 100.0	
102712	Percentage of sales orders not fulfilled due to lack of production capacity/stockouts	[Percentage of sales orders not fulfilled due to lack of production capacity/stockouts] 11843	
102492	Percentage of total returns flow generated due to disposal requirements	[Percentage of total returns flow generated due to disposal requirements] 13290	
102496	Percentage of total returns flow generated due to field service/corrective action	[Percentage of total returns flow generated due to field service/corrective action] 13288	

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SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)
SUPPLEMENTAL INFORMATION (37 MEASURES)

102500	Percentage of total returns flow generated due to marketing returns	[Percentage of total returns flow generated due to marketing returns] 13284	
102503	Percentage of total returns flow generated due to other events	[Percentage of total returns flow generated due to other events] 13291	
102506	Percentage of total returns flow generated due to reclamation of leased products	[Percentage of total returns flow generated due to reclamation of leased products] 13289	
102509	Percentage of total returns flow generated due to reusable packaging	[Percentage of total returns flow generated due to reusable packaging] 13287	
102513	Percentage of total returns flow generated due to stock-balancing/marketing returns	[Percentage of total returns flow generated due to stock-balancing/marketing returns] 13283	
102517	Percentage of total returns flow generated due to transit damage	[Percentage of total returns flow generated due to transit damage] 13286	
102521	Percentage of total returns flow generated due to warranty/end-of-life returns	[Percentage of total returns flow generated due to warranty/end-of-life returns] 13285	
102708	Percentage of total sales order line items not fulfilled due to lack of production capacity/stockouts	([Number of sales orders line items not fulfilled due to lack of production capacity/stockouts] / [Number of sales order line items]) * 100.0 (11844 / 11842) * 100.0	
102343	Revenue received from EDI orders as a percentage of total business entity revenue	([Revenue received from EDI orders] / [Total business entity revenue]) * 100.0 (98468 / 98474) * 100.0	
102345	Revenue received from email orders as a percentage of total business entity revenue	([Revenue received from email orders] / [Total business entity revenue]) * 100.0 (98470 / 98474) * 100.0	
102347	Revenue received from fax and mail orders as a percentage of total business entity revenue	([Revenue received from fax and mail orders] / [Total business entity revenue]) * 100.0 (98471 / 98474) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
SALES AND ORDER MANAGEMENT (77 MEASURES)
SUPPLEMENTAL INFORMATION (37 MEASURES)

102349	Revenue received from internet orders as a percentage of total business entity revenue	([Revenue received from internet orders] / [Total business entity revenue]) * 100.0 (98466 / 98474) * 100.0	
101926	Revenue received from internet orders, WAP orders, EDI orders, and orders from a direct connection to the system as a percentage of total business entity revenue	(([Revenue received from internet orders] + [Revenue received from WAP orders] + [Revenue received from EDI orders] + [Revenue received from orders through a direct connection to the system]) / [Total business entity revenue]) * 100.0 ((98466 + 98467 + 98468 + 98469) / 98474) * 100.0	
102341	Revenue received from orders through a direct connection to the system as a percentage of total business entity revenue	([Revenue received from orders through a direct connection to the system] / [Total business entity revenue]) * 100.0 (98469 / 98474) * 100.0	
102351	Revenue received from orders through other methods as a percentage of total business entity revenue	([Revenue received from orders through other methods] / [Total business entity revenue]) * 100.0 (98473 / 98474) * 100.0	
102353	Revenue received from telephone orders as a percentage of total business entity revenue	([Revenue received from telephone orders] / [Total business entity revenue]) * 100.0 (98472 / 98474) * 100.0	
102355	Revenue received from WAP orders as a percentage of total business entity revenue	([Revenue received from WAP orders] / [Total business entity revenue]) * 100.0 (98467 / 98474) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
SUPPLY CHAIN PLANNING (15 MEASURES)

COST EFFECTIVENESS (3 MEASURES)

100654	Demand/supply planning costs per $1,000 revenue	[Demand/Supply planning cost] / ([Total business entity revenue] * .001) 11922 / (10029 * .001)	✔
100788	Inventory carrying cost per $1,000 revenue	[Value of inventory carrying costs] / ([Total business entity revenue] * 0.0010) 11902 / (10029 * 0.0010)	✔
103477	Total cost of quality per $100,000 revenue	[Total cost of quality] / ([Total business entity revenue] * 0.000010) 98092 / (10029 * 0.000010)	✔

CYCLE TIME (1 MEASURES)

100395	Cash-to-cash cycle time in days	[Cash-to-cash cycle time in days] 10557	✔

PROCESS EFFICIENCY (10 MEASURES)

101218	Number of FTEs for the supply chain planning function per $1 billion revenue	[Number of FTEs who perform the process group "plan for and acquire necessary resources (supply chain planning)"] / ([Total business entity revenue] * .000000001) 11923 / (10029 * .000000001)	✔
100207	Average monthly national forecast error measured by the mean absolute percentage error (MAPE)	[Average monthly national forecast error measured by the mean absolute percentage error (MAPE)] 12240	
104175	Forecast accuracy as a percentage of units shipped	[Forecast accuracy as a percentage of units shipped] 98094	
100737	Forecast accuracy one planning period prior to production run	[Forecast accuracy one planning period prior to production run] 98093	
100810	Key customer growth	[Percentage of revenue growth for the top 20 percent of customers] 11855	
103148	Return on assets	([Net income] / [Total asset value]) * 100.0 (11904 / 11905) * 100.0	

SUPPLY CHAIN MANAGEMENT (SCM)
SUPPLY CHAIN PLANNING (15 MEASURES)

PROCESS EFFICIENCY (10 MEASURES)

100307	Return on fixed assets	[Return on fixed assets] 10061	
103178	Shrinkage as a percentage of revenue	([Value of your business entity's shrinkage] / [Total business entity revenue]) * 100 (11926 / 10029) * 100	
103482	Total inventory turns	[Total inventory turns rate] 18315	
104194	Value of forecast accuracy as a percentage of value shipped	[Value of forecast accuracy as a percentage of value shipped] 98095	

STAFF PRODUCTIVITY (1 MEASURES)

104193	Value added productivity per employee	[Value added productivity per employee in revenue value] 98091	✔

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