

PARTICIPANT REPORT OVERVIEW

Open Standards Benchmarking

The participant report includes:

- ◆ Assessments that pinpoint performance gaps and provide insights for your key organizational processes.
- ◆ Performance benchmarks which identify the top, median, and bottom performers for each measure across five categories: cost effectiveness, cycle time, process efficiency, staff productivity, and supplemental information.
- ◆ Additional peer groups (industry, region, and entity size) are included to expand your benchmarking opportunities.
- ◆ Response-rate tables that help you dig deeper into how companies achieve their performance.

Each report also contains a customized executive summary, scope and demographics of participating organizations, a list of performance measures, and summary of qualitative response rates.

Executive Summary

The Executive Summary provides an overview of performance and process management covered by the scope of the survey. The Executive Summary also outlines best practices, business drivers, and gap analysis, including charts summarizing that information.

Trustworthy Data to Support Decision Making

- ◆ “Just the facts” comparison of your business’ performance relative to its peers
- ◆ Real target triangulation through comparison with organizations in similar -industries, regions, and sized entities
- ◆ Apples-to-apples comparisons ensured by APQC’s open standard Process Classification FrameworkSM and world-class validation process

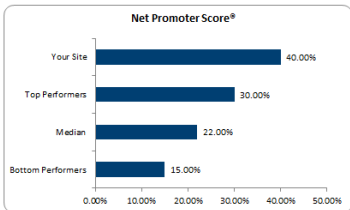
Executive Summary Outline Best Practices and Drivers

DRIVERS AND BENEFITS OF NET PROMOTER SCORES®

Net Promoter Score® (NPS)

The Net Promoter Score® (NPS) is an approach to addressing the organization's challenge of finding ways to serve the most profitable customers in a way that makes them stand out from competitors and have processes to create continuous improvement environment that will improve the customer experience. NPS is founded on the idea that all customers fall into one of three categories: promoters, passives, or detractors. The score measures the difference between promoters (i.e., loyal enthusiasts likely to recommend a business, product, or service to a peer), and detractors (i.e., unhappy customers likely to spread negative word-of-mouth about the organization).

NPS helps organizations benchmark against competitors, assess how they're doing in the marketplace, and identify and prioritize improvement opportunities that will provide value to their customers. To better understand the value, drivers, and restraints of NPS, APQC conducted correlation analysis on its Open Standards Benchmarking in Sales and Marketing. The analysis identified operational characteristics, marketing practices, and marketing channels that relate to increased or decreased NPS.



Scope and Demographics

Scope

Apples-to-apples comparisons are critical to trustworthy data. Open Standards Benchmarking leverages APQC’s Process Classification FrameworkSM (PCF) to ensure comparable data. The PCF is the foundation of APQC’s OSB research and acts as a common language for organizations to see and discuss their activities from an industry-neutral viewpoint. Each survey is aligned with one or more process elements in the framework to ensure participating companies are using a consistent basis for measuring their processes.

PCF Scope Ensures Comparable Data

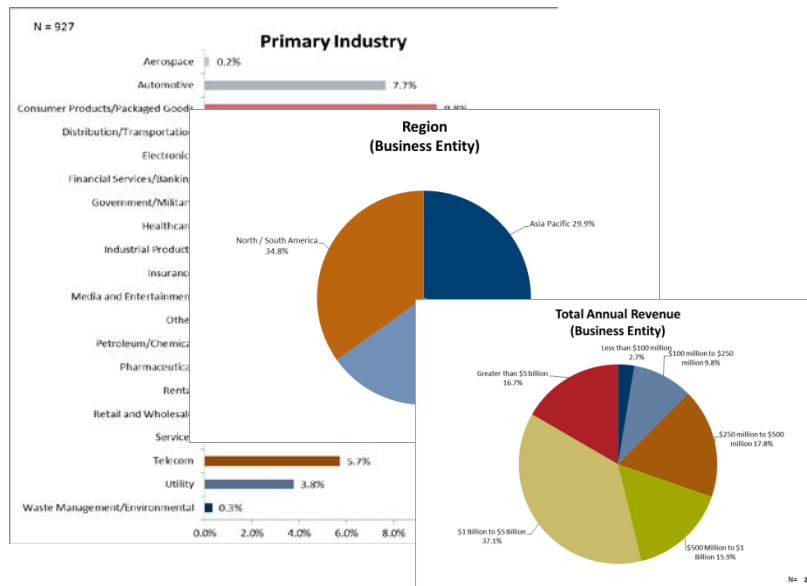
PCF ID	Hierarchy ID	Name
17058	8.0	Manage Financial Resources
10728	8.1	Perform planning and management accounting
10738	8.1.1	Perform planning/budgeting/forecasting
10771	8.1.1.1	Develop and maintain budget policies and procedures
10772	8.1.1.2	Prepare periodic budgets and plans
10773	8.1.1.3	Prepare periodic financial forecasts
10739	8.1.2	Perform cost accounting and control
10774	8.1.2.1	Perform inventory accounting
10775	8.1.2.2	Perform cost of sales analysis
10776	8.1.2.3	Perform product costing
10777	8.1.2.4	Perform variance analysis
11175	8.1.2.5	Report on profitability
10740	8.1.3	Perform cost management
10778	8.1.3.1	Determine key cost drivers
10779	8.1.3.2	Measure cost drivers
10780	8.1.3.3	Determine critical activities
10781	8.1.3.4	Manage asset resource deployment and utilization
10741	8.1.4	Evaluate and manage financial performance
10782	8.1.4.1	Assess customer and product profitability
10783	8.1.4.2	Evaluate new products
10784	8.1.4.3	Perform life cycle costing
10147	3.3.3.5	Create budget
10132	3.3.4	Establish sales goals and measures
10133	3.3.5	Establish customer management measures

Each participant report clearly articulates the portions of the PCF covered by the research and ensures that those reading the report won’t need a copy of the underlying survey to understand how the data were collected.

Demographics

Understanding who participated in each benchmarking report helps decision makers trust that they are being compared to similar organizations. Each participant report includes detailed charts outlining the respondents industry, region, and business entity size.

Demographics Ensure Relevant Data



Performance Measures

Performance measures are divided into key performance indicators, other performance indicators, and supplemental data.

APQC subject-matter experts identified which measures are the best ways to understand the key performance indicators: cost effectiveness, process efficiency, staff productivity, and cycle time in the surveyed area. Each participant report includes a section focusing exclusively on the key performance indicators, which details the measure, your organization's performance, and your organization's performance relative to its peers in the surveyed data set. Additional measures and supplemental information are also included in each participant report.

Performance Measures Pinpoint Gaps and Opportunities

Quantitative Data - Key Performance Indicators										
				Your Organization	All Participants					
MetricID	Metric Name	Metric Category	Metric Value	N	Bottom Performer	Median	Top Performer	GAP	Your Percentile	
100479	Customer wallet share	Process Efficiency	50.00%	541	XX	XX	XX	XX	XX	
101928	Percentage of customers who can name brand in unaided recall test	Process Efficiency	65.00%	446	XX	XX	XX	XX	XX	
101929	Percentage of customers who would recommend product/service to family/friends	Process Efficiency	85.00%	379	XX	XX	XX	XX	XX	
102456	Percentage of qualified leads where the sale is closed	Process Efficiency	40.00%	414	XX	XX	XX	XX	XX	
102602	Percentage of customers claiming to be satisfied	Process Efficiency	70.00%	436	XX	XX	XX	XX	XX	
103911	Total cost of the process "service customers" per \$1,000 revenue	Cost Effectiveness	\$13.21	221	XX	XX	XX	XX	XX	
104302	Customer retention rate for all customers over the past three reporting periods	Process Efficiency	93.00%	579	XX	XX	XX	XX	XX	
104725	Net Promoter Score	Process Efficiency	40.00%	190	XX	XX	XX	XX	XX	

Summary of Qualitative Response Rates

APQC's Open Standards Benchmarking reports include summaries of qualitative response rates in addition to performance measures. These response rate tables help decision makers understand what's driving performance at the surveyed organizations – including items such as business model and strategy differences, as well as market conditions.

Qualitative Response Rates Uncover Performance Drivers

Summary of Qualitative Information

Qualitative Questions: Select Only One Response				
Question	Option	Your Response	Response Rate	N
Which of the following best describes the role of the business for which you will be responding to this survey (i.e., the 'business entity') in the corporate organization? Select only one.	Headquarters		X	200
	Shared services or centralized processing center		X	200
	Manufacturing, operating, or business unit	X	X	200
Which of the following best describes the customer strategy for your business entity? (Select only one)	Cost leadership		X	200
	Product/service differentiation		X	200
	Focus on customer	X	X	200
Which of the following terms best describes the market conditions in which your business entity mainly operates?	Relatively new emerging market		X	200
	Growth market		X	200
	Mature market	X	X	200
	Generally in decline		X	200
What is your assessment of your business entity's overall performance relative to industry peers?	Top quartile	X	X	200
	Middle half		X	200
	Bottom quartile		X	200

ABOUT APQC

APQC is a member-based nonprofit and one of the leading proponents of benchmarking and best practice business research. Working with more than 500 organizations worldwide in all industries, APQC focuses on providing organizations with the information they need to work smarter, faster, and with confidence. Every day we uncover the processes and practices that push organizations from good to great. Visit us at www.apqc.org and learn how you can make best practices your practices.

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