

## Open Standards Benchmarking Measure List

### Innovation Assessment

Cost Effectiveness				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101764	Percentage growth in R&D cost over past three reporting periods	$((51.0380a - 51.0380b) / 51.0380b) * 100.0$	a	10003
104143	Total R&D cost per \$1,000 revenue (current reporting period)	$51.0380a / (51.0330a * 0.0010)$	a	10003
104146	Total R&D cost per business entity employee (current reporting period)	$51.0380a / 51.0310$	a	10003
100406	Compound annual growth rate of R&D costs over the past three reporting periods	$((51.0380a / 51.0380b) ^ 0.3333) - 1) * 100.0$		10003
104141	Total R&D cost as a percentage of revenue (current reporting period)	$(51.0380a / 51.0330a) * 100.0$		10003
104142	Total R&D cost as a percentage of revenue (three reporting periods ago)	$(51.0380b / 51.0330b) * 100.0$		10003
104144	Total R&D cost per \$1,000 revenue (three reporting periods ago)	$51.0380b / (51.0330b * 0.0010)$		10003
104464	Selling, general, and administrative (SGA) expenses as a percentage of business entity revenue	$(51.0400/51.0330a)*100$		10009
Process Efficiency				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100511	Customer retention rate for all customers	51.0460	a	10004
101337	Number of new businesses launched in past three reporting periods per \$1 billion revenue	$51.0300 / (51.0330a * 0.000000001)$	a	99999
101339	Number of new businesses launched in the past three reporting periods per \$100 million R&D spend	$51.0300 / (51.0380b * 0.000000010)$	a	99999
100734	Fixed asset turnover	$51.0330a / 51.0420$		10749
101754	Percentage business ideas attributed to internal sources	51.0050b		10003
102827	Product/service sales orders delivered on time three reporting periods ago as a percentage of total sales orders	51.0470b		10185
Cycle Time				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100383	Average time-to-profitability in months for new product/service development projects	51.0450	a	10003

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Staff Productivity				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
102644	Employees tasked with achieving at least one innovation goal as a percentage of all employees	51.0070		99999
103159	Revenue per employee (current reporting period)	51.0330a / 51.0310		10741
Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101917	Percentage of current reporting period revenue from new products	51.0340	a	10003
100405	Compounded annual growth rate in earnings before interest, tax, depreciation and amortization over the past three reporting periods	$((51.0410a / 51.0410b) ^ 0.3333) - 1) * 100.0$		10741
100407	Compounded annual growth rate of revenue generated by the business entity over the past three reporting periods	$((51.0330a / 51.0330b) ^ 0.3333) - 1) * 100.0$		10741
100675	Direct sales force fulfillment channel revenue as a percentage of total annual revenue (current reporting period)	51.0350b(i)		10185
100676	Direct sales force fulfillment channel revenue as a percentage of total annual revenue (three reporting periods ago)	51.0350b(ii)		10185
100684	EBITDA margin (current reporting period)	$(51.0410a / 51.0330a) * 100.0$		10741
100685	E-commerce fulfillment channel revenue as a percentage of total annual revenue (current reporting period)	51.0350a(i)		10185
100686	E-commerce fulfillment channel revenue as a percentage of total annual revenue (three reporting periods ago)	51.0350a(ii)		10185
100772	Indirect fulfillment channels revenue as a percentage of total annual revenue (three reporting periods ago)	51.0350c(ii)		10185
100773	Indirect fulfillment channels revenue as a percentage of total annual revenue (current reporting period)	51.0350c(i)		10185
100789	Inventory days of supply	51.0430		99999
101763	Percentage growth in EBITDA over past three reporting periods	$((51.0410a - 51.0410b) / 51.0410b) * 100.0$		10741

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Supplemental Information				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101998	Percentage of external sourced ideation attributed to clients/customers	51.0060d		10003
101999	Percentage of external sourced ideation attributed to competitors	51.0060a		10003
102000	Percentage of external sourced ideation attributed to consultants	51.0060e		10003
102001	Percentage of external sourced ideation attributed to other	51.0060f		10003
102002	Percentage of external sourced ideation attributed to partners	51.0060c		10003
102003	Percentage of external sourced ideation attributed to suppliers	51.0060b		10003
102125	Innovation spend into enhancements to existing products/processes/business models as a percentage of total innovation spend in products/processes/business models	51.0190a		10003
102126	Innovation spend into major extensions to products/processes/business models as a percentage of total innovation spend in products/processes/business models	51.0190b		10003
102127	Innovation spend into new or white space opportunities (new category of products/processes/business models) as a percentage of total innovation spend in products/processes/business models	51.0190c		10003
102128	Innovation spend into products/processes/business models other than enhancements, extensions, or white space opportunities as a percentage of total innovation spend in products/processes/business models	51.0190d		10003
102831	Revenue growth over the past three reporting periods	$((51.0330a - 51.0330b) / 51.0330b) * 100.0$		10741
104401	Percentage business ideas attributed to external sources	51.0050a		10003
Product/Service Innovation				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
104484	Average time in days to market for new products/services	51.0440		0

## About APQC's Open Standards Benchmarking

- APQC is the steward of the open standard benchmarking content. Content is developed and reviewed by various subject matter experts.
- Participation in APQC's Open Standards Benchmarking is complimentary for APQC Enterprise Members. APQC Functional Members can benchmark in their functional membership at no cost.
- By participating, you will receive a detailed table comparing your responses with those of your peers. In essence, you'll get a row-by-row comparison of your responses versus those of your peers. The data tables will feature your answers as well as indicate the high, median and low performance ranges.
- Past participants have used open standards benchmarking research reports to set baselines for process improvement projects, to build a business case for new initiatives, to prioritize high-impact opportunities, and even to validate success or return on investment from efforts.

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