

## Open Standards Benchmarking Measure List

### Product Development

Cost Effectiveness				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
103616	Total cost to perform the process "design, build, and evaluate products and services" per \$1,000 revenue	$193.0440f / (193.0050 * 0.0010)$	a	10080
103683	Total cost to generate new product/service ideas per \$1,000 revenue	$193.0430f / (193.0050 * 0.0010)$	a	10003
103764	Total cost to support product manufacturing or service delivery per \$1,000 revenue	$193.0460f / (193.0050 * 0.0010)$	a	10003
103926	Total cost to perform the process "test market for new or revised products and services" per \$1,000 revenue	$193.0450f / (193.0050 * 0.0010)$	a	10081
104006	Total cost to perform product development per \$1,000 revenue	$(193.0430f + 193.0440f + 193.0450f + 193.0460f) / (193.0050 * 0.0010)$	a	10003
100265	Average project cost of existing product/service improvements and extensions from start of the process "design, build, and evaluate products and services" through support product manufacturing or service delivery process	193.0350		10003
100273	Average project cost of new product/service developments from start of the process "design, build, and evaluate products and services" through support product manufacturing or service delivery process	193.0360		10003
101481	Other cost to perform the process "design, build, and evaluate products and services" per \$1,000 revenue	$193.0440d / (193.0050 * 0.0010)$		10080
101489	Other cost to generate new product/service ideas per \$1,000 revenue	$193.0430d / (193.0050 * 0.0010)$		10003
101504	Other cost to support product manufacturing or service delivery per \$1,000 revenue	$193.0460d / (193.0050 * 0.0010)$		10003
101519	Other cost to perform the process "test market for new or revised products and services" per \$1,000 revenue	$193.0450d / (193.0050 * 0.0010)$		10081
101615	Outsourced cost to perform the process "design, build, and evaluate products and services" per \$1,000 revenue	$193.0440e / (193.0050 * 0.0010)$		10080
101620	Outsourced cost to generate new product/service ideas per \$1,000 revenue	$193.0430e / (193.0050 * 0.0010)$		10003
101628	Outsourced cost to support product manufacturing or service delivery per \$1,000 revenue	$193.0460e / (193.0050 * 0.0010)$		10003

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101631	Outsourced cost to perform the process "test market for new or revised products and services" per \$1,000 revenue	$193.0450e / (193.0050 * 0.0010)$		10081
101680	Overhead cost to perform the process "design, build, and evaluate products and services" per \$1,000 revenue	$193.0440c / (193.0050 * 0.0010)$		10080
101692	Overhead cost to generate new product/service ideas per \$1,000 revenue	$193.0430c / (193.0050 * 0.0010)$		10003
101707	Overhead cost to support product manufacturing or service delivery per \$1,000 revenue	$193.0460c / (193.0050 * 0.0010)$		10003
101722	Overhead cost to perform the process "test market for new or revised products and services" per \$1,000 revenue	$193.0450c / (193.0050 * 0.0010)$		10081
102458	Percentage of research and development (R&D) cost related to new product development projects	193.0140		10003
102460	Percentage of research and development (R&D) cost related to product improvements and extensions	$(100 - 193.0140)$		10003
102895	Personnel cost to perform the process "design, build, and evaluate products and services" per \$1,000 revenue	$193.0440a / (193.0050 * 0.0010)$		10080
102926	Personnel cost to generate new product/service ideas per \$1,000 revenue	$193.0430a / (193.0050 * 0.0010)$		10003
102968	Personnel cost to support product manufacturing or service delivery per \$1,000 revenue	$193.0460a / (193.0050 * 0.0010)$		10003
103042	Personnel cost to perform the process "test market for new or revised products and services" per \$1,000 revenue	$193.0450a / (193.0050 * 0.0010)$		10081
103139	Research and development (R&D) cost per \$1,000 revenue	$193.0070 / (193.0050 * 0.0010)$		10003
103141	Research and development (R&D) cost related to new product development projects per \$1,000 revenue	$((193.0140 * 193.0070) / (193.0050 * 0.0010)) * 0.010$		10003
103143	Research and development (R&D) cost related to product improvements and extensions per \$1,000 revenue	$(193.0140 * -0.01 + 1 * 193.0070) / (193.0050 * 0.0010)$		10003

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Cost Effectiveness				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
103252	Systems cost to perform the process "design, build, and evaluate products and services" per \$100,000 revenue	$193.0440b / (193.0050 * 0.000010)$		10080
103284	Systems cost to generate new product/service ideas per \$100,000 revenue	$193.0430b / (193.0050 * 0.000010)$		10003
103314	Systems cost to support product manufacturing or service delivery per \$100,000 revenue	$193.0460b / (193.0050 * 0.000010)$		10003
103370	Systems cost to perform the process "test market for new or revised products and services" per \$100,000 revenue	$193.0450b / (193.0050 * 0.000010)$		10081
103691	Total cost to generate new product/service ideas per total number of concepts (pre-design phase)	$193.0430f / 193.0150$		10003
Process Efficiency				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101238	Number of FTEs in product development per \$1 billion revenue	$193.0410 / (193.0050 * 0.000000001)$	a	10003
101985	Percentage of existing product/service improvement and extension projects launched on budget	193.0390	a	10003
101987	Percentage of existing product/service improvement and extension projects launched on time	193.0330	a	10003
102308	Percentage of new product/service development projects launched on budget	193.0400	a	10003
102310	Percentage of new product/service development projects launched on time	193.0340	a	10003
102527	Percentage of sales due to product/services launched in the past year	193.0180	a	10003
100996	Number of FTEs that perform the process "design, build, and evaluate products and services" per \$1 billion revenue	$193.0420b / (193.0050 * 0.000000001)$		10080
101028	Number of FTEs to generate new product/service ideas per \$1 billion revenue	$193.0420a / (193.0050 * 0.000000001)$		10003
101069	Number of FTEs to support product manufacturing or service delivery per \$1 billion revenue	$193.0420d / (193.0050 * 0.000000001)$		10003

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Process Efficiency				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
101150	Number of FTEs that perform the process "test market for new or revised products and services" per \$1 billion revenue	$193.0420c / (193.0050 * 0.000000001)$		10081
102407	Percentage of product/service development projects launched as commercial products/services	193.0170		10003
103125	Ratio of the number of total projects to total concepts	$193.0160 / 193.0150$		10003
Cycle Time				
Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100381	Average time-to-profitability in months for existing product/service improvement and extension projects	193.0370	a	10003
100383	Average time-to-profitability in months for new product/service development projects	193.0380	a	10003
103475	Average time-to-market in days for existing product/service improvement and extension projects	193.310	a	10003
103476	Average time-to-market in days for new product/service development projects	193.0320	a	10003
100664	Design cycle time in days from start of "design, build, and evaluate products and services" through completion of test market product/service for existing product/service improvement and extension projects	193.029		10003
100665	Design cycle time in days from start of "design, build, and evaluate products and services" through completion of test market product/service for new product/service development projects	193.0300		10003

## 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.
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- 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.
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