APQC®

Open Standards Benchmarking Measure List
Innovation

Cost Effectiveness

Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
104143	Total R&D cost per $1,000 revenue for the current reporting period	51.0380a / (51.0330a * 0.0010)	✔	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
104464	Selling, general, and administrative (SGA) costs 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	51.0460	✔	10004
101337	Number of new businesses launched over the past three reporting periods per $1 billion revenue	51.0300 / (51.0330a * 0.000000001)	✔	10002
101339	Number of new businesses launched over the past three reporting periods per $100 million R&D spend	51.0300 / (51.0380b * 0.000000010)	✔	10002
102526	Percentage of revenue from products launched in the past year	51.0340	✔	10003
102573	Percentage of sales orders delivered on time	51.0470a		10341

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	✔	10003

Staff Productivity

Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
102644	Percentage of employees tasked with at least one innovation goal	51.0070		10003

Supplemental Information

Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100789	Inventory days of supply	51.0430		10005

Printed on 2/21/2014

Open Standards Benchmarking Measure List

Innovation

Business Model

Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
102125	Percentage of total innovation spend allocated to enhancements to existing products/processes/business models	51.0190a		10003
102126	Percentage of total innovation spend allocated to major extensions to existing products/processes/business models	51.0190b		10003
102127	Percentage of total innovation spend allocated to new or white space opportunities	51.0190c		10003
102128	Percentage of total innovation spend allocated to categories other than enhancements, extensions, and new or white space opportunities	51.0190d		10003

Innovation Enabler

Metric Group ID	Metric Name	Metric Formula	KPI Flag	PCF ID
100675	Percentage of revenue attributed to direct sources for the current period	51.0350b(i)		10185
100676	Percentage of revenue attributed to direct sources three reporting periods ago	51.0350b(ii)		10185
100685	Percentage of revenue attributed to e-commerce for the current period	51.0350a(i)		10185
100686	Percentage of revenue attributed to e-commerce three reporting periods ago	51.0350a(ii)		10185
100772	Percentage of revenue attributed to indirect sources three reporting periods ago	51.0350c(ii)		10185
100773	Percentage of revenue attributed to indirect sources for the current period	51.0350c(i)		10185
101754	Percentage of new idea development from internal sources	51.0050b		10003
101998	Percentage of external ideas from clients/customers	51.0060d		10003
101999	Percentage of external ideas from competitors	51.0060a		10003
102000	Percentage of external ideas from consultants	51.0060e		10003
102001	Percentage of external ideas from other sources	51.0060f		10003
102002	Percentage of external ideas from partners	51.0060c		10003
102003	Percentage of external ideas from suppliers	51.0060b		10003

Open Standards Benchmarking Measure List

Innovation

Innovation Enabler				
Metric Group ID	**Metric Name**	**Metric Formula**	**KPI Flag**	**PCF ID**
104401	Percentage of new ideas from external sources	51.0050a		10003

Operational Innovation				
Metric Group ID	**Metric Name**	**Metric Formula**	**KPI Flag**	**PCF ID**
101764	Percentage growth in R&D cost over the past three reporting periods	((51.0380a - 51.0380b) / 51.0380b) * 100.0	✔	10003
104146	Total R&D cost per business entity employee for the current reporting period	51.0380a / 51.0310	✔	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
100684	EBITDA margin (current reporting period)	(51.0410a / 51.0330a) * 100.0		10741
100734	Fixed asset turnover	51.0330a / 51.0420		10749
101763	Percentage growth in EBITDA over the past three reporting periods	((51.0410a - 51.0410b) / 51.0410b) * 100.0		10741
102827	Percentage of sales orders delivered on time over the past three reporting periods	51.0470b		10185
104141	Total R&D cost as a percentage of revenue for the current reporting period	(51.0380a / 51.0330a) * 100.0		10003
104142	Total R&D cost as a percentage of revenue over the past three reporting periods	(51.0380b / 51.0330b) * 100.0		10003
104144	Total R&D cost per $1,000 revenue over the past three reporting periods	51.0380b / (51.0330b * 0.0010)		10003

Open Standards Benchmarking Measure List

Innovation

Product/Service Innovation				
Metric Group ID	**Metric Name**	**Metric Formula**	**KPI Flag**	**PCF ID**
100407	Compounded annual growth rate of revenue over the past three reporting periods	$(((51.0330a / 51.0330b) \char`^ 0.3333) - 1) * 100.0$		10741
102831	Revenue growth over the past three reporting periods	$((51.0330a - 51.0330b) / 51.0330b) * 100.0$		10741
103159	Revenue per employee for the current reporting period	$51.0330a / 51.0310$		10741
104484	Average time-to-market in days for all products	51.0440		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.

· 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.

For more information, call +1-713-681-4020 or visit www.apqc.org/osb.