ABOUT APQC's OPEN STANDARDS BENCHMARKING MEASURE LIST

The APQC Open Standards Benchmarking measure list concisely lists all of the measures currently available for a specific survey. These measures are organized by research area (A), the survey name (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 question numbers specific to this survey (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)			
FINANCE ORGANIZATION (93 MEASURES) (B)			
COST EFFECTIVENESS (7 MEASURES) (C)			
102860 (D)	Personnel cost to perform finance function per finance function FTE (E)	Personnel cost perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" (F) 208.0330a / 208.0310aa (G)	✔ (H)
103538	Total cost to perform the finance function as a percentage of revenue	(Total finance function cost / Total business entity revenue) * 100 (208.0330f / 208.0190) * 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) 208.0330c / (208.0190 * .00001)	
102857	Personnel cost to perform the finance function per $1,000	Personnel cost perform the function "ma...	

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ID #	NAME	FORMULA	KPI
MARKETING			
SALES AND ORDER MANAGEMENT (31 MEASURES)			
COST EFFECTIVENESS (10 MEASURES)			
103660	Total cost to perform the process "manage sales orders" per $1,000 revenue	Total cost to perform the process "manage sales orders" / (Total business entity revenue * .001) 233.0190 / (233.0090 * .001)	✔
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 233.0190 / 233.0410	✔
103664	Total cost to perform the process "manage sales orders" per sales order placed	Total cost to perform the process "manage sales orders" / Number of sales orders placed 233.0190 / 233.0400	✔
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 233.0350b	
100129	Average cost per sales order for orders received through traditional channels	Average cost per sales order received through traditional channels 233.0350a	
104801	Outsourced cost of the process "Manage sales orders" per $1,000 revenue	(Percentage of total cost of the process "Manage sales orders" allocated to external cost * Total cost to perform the process "manage sales orders" * .01) / (Total business entity revenue * .001) (233.0200b * 233.0190 * .01) / (233.0090 * .001)	
104800	Overhead/other cost of the process "Manage sales orders" per $100,000 revenue	(Percentage of total cost of the process "Manage sales orders" allocated to internal cost * Percentage of internal cost of the process "Manage sales orders" allocated to overhead and other costs * Total cost to perform the process "manage sales orders" * .0001) / (Total business entity revenue * .00001) (233.0200a * 233.0210c * 233.0190 * .0001) / (233.0090 * .00001)	
102914	Personnel cost to perform the process "manage sales orders" per $1,000 revenue	(Percentage of total cost of the process "Manage sales orders" allocated to internal cost * Percentage of internal cost of the process "Manage sales orders" allocated to personnel cost * Total cost to perform the process "manage sales orders" * .0001) / (Total business entity revenue * .001) (233.0200a * 233.0210a * 233.0190 * .0001) / (233.0090 * .001)	

MARKETING

SALES AND ORDER MANAGEMENT (31 MEASURES)

COST EFFECTIVENESS (10 MEASURES)

103276	Systems cost to perform the process "manage sales orders" per $100,000 revenue	(Percentage of total cost of the process "Manage sales orders" allocated to internal cost * Percentage of internal cost of the process "Manage sales orders" allocated to systems cost * Total cost to perform the process "manage sales orders" * .0001) / (Total business entity revenue * .00001) (233.0200a * 233.0210b * 233.0190 * .0001) / (233.0090 * .00001)	
104153	Total revenue per sales order	Total business entity revenue / Number of sales orders placed 233.0090 / 233.0400	

CYCLE TIME (1 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 233.0330	✔

PROCESS EFFICIENCY (13 MEASURES)

104302	Customer retention rate for all customers over the past three reporting periods	Customer retention rate over the past three years 233.0290	✔
101014	Number of FTEs that perform the process "manage sales orders" per $1 billion revenue	Number of FTEs who perform the process "manage sales orders" / (Total business entity revenue * .000000001) 233.0180 / (233.0090 * .000000001)	✔
102602	Percentage of customers claiming to be satisfied	Percentage of customers claiming to be satisfied 233.0270	✔
101929	Percentage of customers who would recommend product/service to family/friends	Percentage of customers who would recommend your business entity's product/service to family/friends 233.0280	✔
101741	Perfect order performance	Number of total annual inbound contacts outsourced to a third-party provider for receipt method "Email" 233.0320	✔
100213	Average monthly sales forecast error within a product family	Average monthly product family sales forecast error 233.0340	

MARKETING

SALES AND ORDER MANAGEMENT (31 MEASURES)

PROCESS EFFICIENCY (13 MEASURES)

104640	Cross-sell/up-sell close rate	Percentage of inbound contacts that completed an additional cross-sell or up-sell 233.0380	
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 233.0390	
100810	Key customer growth	Percentage of revenue growth for the top 20 percent of customers 233.0300	
100480	Market share	Market share 233.0260	
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 233.0370b	
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 233.0360b	
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 233.0420	

STAFF PRODUCTIVITY (2 MEASURES)

101404	Number of sales order line items per FTE that performs the process "manage sales orders"	Number of sales order line items / Number of FTEs who perform the process "manage sales orders" 233.0410 / 233.0180	✔
101410	Number of sales orders per FTE that performs the process "manage sales orders"	Number of sales orders placed / Number of FTEs who perform the process "manage sales orders" 233.0400 / 233.0180	✔

SUPPLEMENTAL INFORMATION (5 MEASURES)

104805	Outsourced cost of the process "Manage sales orders" as a percentage of total process cost	Percentage of total cost of the process "Manage sales orders" allocated to external cost 233.0200b	

MARKETING

SALES AND ORDER MANAGEMENT (31 MEASURES)

SUPPLEMENTAL INFORMATION (5 MEASURES)

104804	Overhead/other cost of the process "Manage sales orders" as a percentage of total process cost	Percentage of internal cost of the process "Manage sales orders" allocated to overhead and other costs * Percentage of total cost of the process "Manage sales orders" allocated to internal cost * .01 233.0210c * 233.0200a * .01	
101831	Percentage of active customers that are profitable	Percentage of active customers that are profitable 233.0310	
104802	Personnel cost of the process "Manage sales orders" as a percentage of total process cost	Percentage of internal cost of the process "Manage sales orders" allocated to personnel cost * Percentage of total cost of the process "Manage sales orders" allocated to internal cost * .01 233.0210a * 233.0200a * .01	
104803	Systems cost of the process "Manage sales orders" as a percentage of total process cost	Percentage of internal cost of the process "Manage sales orders" allocated to systems cost * Percentage of total cost of the process "Manage sales orders" allocated to internal cost * .01 233.0210b * 233.0200a * .01	

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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