

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 "manage financial resources" / (Total business entity revenue * .00001)	

For more information about APQC's Open Standards Benchmarking, please contact us directly on +1-713-681-4020 or visit the APQC Open Standards Benchmarking website on www.apqc.org/osb.

ID #	NAME	FORMULA	KPI
PRODUCT DEVELOPMENT (PD)			
PRODUCT DEVELOPMENT (66 MEASURES)			
COST EFFECTIVENESS (23 MEASURES)			
100259	Average project cost of existing product/service improvements and extensions from start of design and develop product/service process through support product manufacturing or service delivery process	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for existing product/service improvement projects 257.0570	✓
100273	Average project cost of new product/service developments from start of design and develop product/service process through support product manufacturing or service delivery process	Average project cost from the start of the design and develop products/services process through the support product manufacturing or service delivery process for new product/service development projects 257.0580	✓
103139	Research and development (R&D) cost per \$1,000 revenue	Costs of research and development (R&D) / (Total business entity revenue * 0.0010) 257.0160 / (257.0120 * 0.0010)	✓
104006	Total cost of the function "develop and manage products and services" per \$1,000 revenue	Total annual cost for new product/service development / (Total business entity revenue * 0.0010) 257.0710 / (257.0120 * 0.0010)	✓
103616	Total cost of the process "design and develop product/service" per \$1,000 revenue	(Total annual cost for new product/service development * Percentage of total annual cost for new product/service development allocated to designing, building, and testing products/services * 0.01) / (Total business entity revenue * 0.0010) (257.0710 * 257.0740 * 0.01) / (257.0120 * 0.0010)	✓
103683	Total cost of the process "generate new product/service ideas" per \$1,000 revenue	(Total annual cost for new product/service development * Percentage of total annual cost for new product/service development allocated to generating and defining product/service ideas * 0.01) / (Total business entity revenue * 0.0010) (257.0710 * 257.0730 * 0.01) / (257.0120 * 0.0010)	✓

PRODUCT DEVELOPMENT (PD)
 PRODUCT DEVELOPMENT (66 MEASURES)

COST EFFECTIVENESS (23 MEASURES)

103764	Total cost of the process "support product manufacturing or service delivery" per \$1,000 revenue	(Total annual cost for new product/service development * Percentage of total annual cost for new product/service development allocated to overall governance and program management * 0.01) / (Total business entity revenue * 0.0010) (257.0710 * 257.0760 * 0.01) / (257.0120 * 0.0010)	✓
103926	Total cost of the process "test market for new or revised products and services" per \$1,000 revenue	(Total annual cost for new product/service development * Percentage of total annual cost for new product/service development allocated to test marketing products/services * 0.01) / (Total business entity revenue * 0.0010) (257.0710 * 257.0750 * 0.01) / (257.0120 * 0.0010)	✓
105229	Equipment cost as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to equipment cost 257.0770	
105236	Fixed cost to perform the function "develop and manage products and services" as a percentage of total cost	Percentage of total annual cost for new product/service development allocated to fixed cost 257.0840	
105230	Material cost as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to material cost 257.0780	
105235	Other costs as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to costs other than equipment, material, personnel, systems, outsourced, or overhead costs 257.0830	
105233	Outsourced cost as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to outsourced cost 257.0810	

PRODUCT DEVELOPMENT (PD)
 PRODUCT DEVELOPMENT (66 MEASURES)

COST EFFECTIVENESS (23 MEASURES)

105214	Overall governance and management cost of the function "develop and manage products and services" per \$1,000 revenue	(Total annual cost for new product/service development * Percentage of total annual cost for new product/service development allocated to overall governance and program management * 0.01) / (Total business entity revenue * 0.0010) (257.0710 * 257.0720 * 0.01) / (257.0120 * 0.0010)	
105234	Overhead cost as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to internal overhead cost 257.0820	
105231	Personnel cost as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to internal personnel cost 257.0790	
103141	Research and development (R&D) cost related to new product development projects per \$1,000 revenue	((Percentage of research and development (R&D) cost related to new product development projects * 0.010) * Costs of research and development (R&D)) / (Total business entity revenue * 0.001) ((257.0260 * 0.010) * 257.0160) / (257.0120 * 0.001)	
103143	Research and development (R&D) cost related to product improvements and extensions per \$1,000 revenue	((Percentage of research and development (R&D) cost related to new product development projects * -0.01 + 1) * Costs of research and development (R&D)) / (Total business entity revenue * 0.0010) ((257.0260 * -0.01 + 1) * 257.0160) / (257.0120 * 0.0010)	
105232	Systems cost as a percentage of total cost to perform the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to internal systems cost 257.0800	
105239	The total annual cost of poor quality per \$1,000 revenue	Total annual cost of poor quality / (Total business entity revenue * 0.0010) 257.0870 / (257.0120 * 0.0010)	

PRODUCT DEVELOPMENT (PD)
 PRODUCT DEVELOPMENT (66 MEASURES)

COST EFFECTIVENESS (23 MEASURES)

103691	Total cost of the process "generate new product/service ideas" per concept (pre-design phase)	(Total annual cost for new product/service development * Percentage of total annual cost for new product/service development allocated to generating and defining product/service ideas * 0.01) / Total number of concepts in the pre-design phase (257.0710 * 257.0730 * 0.01) / 257.0270	
105238	Total infrastructure cost for new product/service development per \$1,000 revenue	Total annual infrastructure cost for new product/service development / (Total business entity revenue * 0.0010) 257.0860 / (257.0120 * 0.0010)	
105237	Variable cost to perform the function "develop and manage products and services" as a percentage of total cost	Percentage of total annual cost for new product/service development allocated to variable cost 257.0850	

CYCLE TIME (7 MEASURES)

100381	Average time-to-profitability in months for existing product/service improvement and extension projects	Average time-to-profitability in months for existing product/service improvement projects 257.0590	✓
100383	Average time-to-profitability in months for new product/service development projects	Average time-to-profitability in months for new product/service development projects 257.0600	✓
103466	Time-to-market in days for existing product/service improvement and extension projects	Average time-to-market in days from the start of the design and develop products/services process until the existing product/service improvement project is ready for sale 257.0520	✓
103476	Time-to-market in days for new product/service development projects	Average time-to-market in days from the start of the design and develop products/services process until the new product/service development project ready for sale 257.0530	✓
105216	Average lead time in months between subsequent product generations for primary products	Average lead time in months between subsequent product generations 257.0630	

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (66 MEASURES)

CYCLE TIME (7 MEASURES)

100664	Cycle time in days from start of design and develop product/service through completion of test market product/service for existing product/service improvement and extension projects	Cycle time in days from the start of the design and develop products/services process through the completion of the test market products/services process for existing product/service improvement projects 257.0500	
100665	Cycle time in days from start of design and develop product/service through completion of test market product/service for new product/service development projects	Cycle time in days from the start of the design and develop products/services process through the completion of the test market products/services process for new product/service development projects 257.0510	

PROCESS EFFICIENCY (16 MEASURES)

104302	Customer retention rate for all customers over the past three reporting periods	Customer retention rate over the past three years 257.0250	✓
101238	Number of FTEs in the product development function per \$1 billion revenue	Number of FTEs who develop and manage products and services / (Total business entity revenue * 0.000000001) 257.0650 / (257.0120 * 0.000000001)	✓
102602	Percentage of customers claiming to be satisfied	Percentage of customers claiming to be satisfied 257.0230	✓
101985	Percentage of existing product/service improvement and extension projects launched on budget	Percentage of existing product/service improvement projects launched on budget 257.0610	✓
101987	Percentage of existing product/service improvement and extension projects launched on time	Percentage of existing product/service improvement projects launched on time 257.0540	✓
102308	Percentage of new product/service development projects launched on budget	Percentage of new product/service development projects launched on budget 257.0620	✓
102310	Percentage of new product/service development projects launched on time	Percentage of new product/service development projects launched on time 257.0550	✓
102526	Percentage of revenue from product/services launched in the past year	Percentage of revenue from products/services launched in the last 12-month reporting period 257.0300	✓

PRODUCT DEVELOPMENT (PD)
 PRODUCT DEVELOPMENT (66 MEASURES)

PROCESS EFFICIENCY (16 MEASURES)

105249	Average defective number of parts per million	Percentage of defective parts per million 257.0640	
105213	Number of FTEs for overall governance and management of the function "develop and manage products and services" per \$1 billion revenue	(Number of FTEs who develop and manage products and services * Percentage of FTEs performing product/service development are allocated to overall governance and program management * 0.01) / (Total business entity revenue * 0.000000001) (257.0650 * 257.0660 * 0.01) / (257.0120 * 0.000000001)	
100996	Number of FTEs for the process "design and develop product/service" per \$1 billion revenue	(Number of FTEs who develop and manage products and services * Percentage of FTEs performing product/service development are allocated to designing, building, and testing products/services * 0.01) / (Total business entity revenue * 0.000000001) (257.0650 * 257.0680 * 0.01) / (257.0120 * 0.000000001)	
101028	Number of FTEs for the process "generate new product/service ideas" per \$1 billion revenue	(Number of FTEs who develop and manage products and services * Percentage of FTEs performing product/service development are allocated to generating and defining product/service ideas * 0.01) / (Total business entity revenue * 0.000000001) (257.0650 * 257.0670 * 0.01) / (257.0120 * 0.000000001)	
101069	Number of FTEs for the process "support product manufacturing or service delivery" per \$1 billion revenue	(Number of FTEs who develop and manage products and services * Percentage of FTEs performing product/service development are allocated to preparing for production or service delivery * 0.01) / (Total business entity revenue * 0.000000001) (257.0650 * 257.0700 * 0.01) / (257.0120 * 0.000000001)	
101150	Number of FTEs for the process "test market for new or revised products and services" per \$1 billion revenue	(Number of FTEs who develop and manage products and services * Percentage of FTEs performing product/service development are allocated to test marketing products/services * 0.01) / (Total business entity revenue * 0.000000001) (257.0650 * 257.0690 * 0.01) / (257.0120 * 0.000000001)	

PRODUCT DEVELOPMENT (PD)
PRODUCT DEVELOPMENT (66 MEASURES)

PROCESS EFFICIENCY (16 MEASURES)

102407	Percentage of product/service development projects launched as commercial products/services annually	Percentage of new product/service development projects that are commercially launched 257.0290	
103125	Ratio of the total numbers of projects to pre-design concepts	Total number of projects / Total number of concepts in the pre-design phase 257.0280 / 257.0270	

SUPPLEMENTAL INFORMATION (20 MEASURES)

105221	Number of FTEs that perform the process "design and develop product/service" as a percentage of total function "develop and manage products and services" FTEs	Percentage of FTEs performing product/service development are allocated to designing, building, and testing products/services 257.0680	
105220	Number of FTEs that perform the process "generate new product/service ideas" as a percentage of total function "develop and manage products and services" FTEs	Percentage of FTEs performing product/service development are allocated to generating and defining product/service ideas 257.0670	
105223	Number of FTEs that perform the process "support product manufacturing or service delivery" as a percentage of total function "develop and manage products and services" FTEs	Percentage of FTEs performing product/service development are allocated to preparing for production or service delivery 257.0700	
105222	Number of FTEs that perform the process "test market for new or revised products and services" as a percentage of total function "develop and manage products and services" FTEs	Percentage of FTEs performing product/service development are allocated to test marketing products/services 257.0690	
105217	Number of overall governance and program management FTEs as a percentage of function "develop and manage products and services" FTEs	Percentage of FTEs performing product/service development are allocated to overall governance and program management 257.0660	
105245	Percentage of primary products that are potentially able to be recovered and recycled (by weight)	Percentage of primary products potentially able to be recovered and recycled 257.0930	
105244	Percentage of primary products that are made from recycled materials (by weight)	Percentage of primary products made from recycled materials 257.0920	
105215	Percentage of products designed with a 'design for supply chain' philosophy	Percentage of products designed with a 'design for supply chain' philosophy 257.0310	

PRODUCT DEVELOPMENT (PD)		
PRODUCT DEVELOPMENT (66 MEASURES)		
SUPPLEMENTAL INFORMATION (20 MEASURES)		
102458	Percentage of R&D cost related to new product development projects	Percentage of research and development (R&D) cost related to new product development projects 257.0260
102460	Percentage of R&D cost related to product improvements and extensions	(100 - Percentage of research and development (R&D) cost related to new product development projects) (100 - 257.0260)
105246	Percentage of total annual revenue that is generated from up-sell/cross-selling services associated with product purchases	Percentage of revenue generated from cross-selling and up-selling services associated with product purchase 257.0240
105242	The growth or decline of the count of active finished products/SKUs over the past three years	Growth or decline in the count of active finished products/SKUs over the past three years 257.0900
105243	The growth or decline of the count of active raw products/SKUs over the past three years	Growth or decline in the count of active raw material products/SKUs over the past three years 257.0910
105241	The percentage of parts that are common across major product lines	Percentage of parts that are common across major product lines 257.0890
105240	The percentage of products that are based on common development platforms	Percentage of products are based on common development platforms 257.0880
105224	Total cost of overall governance and program management as a percentage of the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to overall governance and program management 257.0720
105226	Total cost of the process "design and develop product/service" as a percentage of the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to designing, building, and testing products/services 257.0740
105225	Total cost of the process "generate new product/service ideas" as a percentage of the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to generating and defining product/service ideas 257.0730

PRODUCT DEVELOPMENT (PD)			
PRODUCT DEVELOPMENT (66 MEASURES)			
SUPPLEMENTAL INFORMATION (20 MEASURES)			
105228	Total cost of the process "support product manufacturing or service delivery" as a percentage of the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to overall governance and program management	
		257.0760	
105227	Total cost of the process "test market for new or revised products and services" as a percentage of the function "develop and manage products and services"	Percentage of total annual cost for new product/service development allocated to test marketing products/services	
		257.0750	

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.