

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
FINANCE AND ACCOUNTING			
CUSTOMER CREDIT AND INVOICING (72 MEASURES)			
COST EFFECTIVENESS (25 MEASURES)			
103702	Total cost to perform the process "invoice customer" per \$1,000 revenue	Total cost to perform the process "invoice customer" / (Total business entity revenue * .001) 259.0510 / (259.0040 * .001)	✓
103706	Total cost to perform the process "invoice customer" per invoice line item processed	Total cost to perform the process "invoice customer" / Number of billed/invoiced line items paid to your business entity 259.0510 / 259.0670	✓
103709	Total cost to perform the process "invoice customer" per invoice processed	Total cost to perform the process "invoice customer" / Number of invoices billed to customer 259.0510 / 259.0630	✓
103859	Total cost to perform the process "process customer credit" per \$1,000 revenue	Total cost to perform the process "process customer credit" / (Total business entity revenue * .001) 259.0230 / (259.0040 * .001)	✓
101561	Outsourced cost to perform the process "invoice customer" per \$1,000 revenue	(Total cost to perform the process "invoice customer" * Percentage of total cost to perform the process "invoice customer" allocated to external costs * 0.01) / (Total business entity revenue * 0.001) (259.0510 * 259.0530 * 0.01) / (259.0040 * 0.001)	
101582	Outsourced cost to perform the process "process customer credit" per \$1,000 revenue	(Total cost to perform the process "process customer credit" * Percentage of total cost to perform the process "process customer credit" allocated to external costs * 0.01) / (Total business entity revenue * 0.001) (259.0230 * 259.0250 * 0.01) / (259.0040 * 0.001)	
105487	Overhead and other costs to perform the process "invoice customers" per \$100,000 revenue	(Total cost to perform the process "invoice customer" * Percentage of total cost of the process "invoice customer" allocated to internal costs * Percentage of internal costs of the process "invoice customer" allocated to overhead and other costs * 0.0001) / (Total business entity revenue * 0.00001) (259.0510 * 259.0520 * 259.0560 * 0.0001) / (259.0040 * 0.00001)	

**FINANCE AND ACCOUNTING
CUSTOMER CREDIT AND INVOICING (72 MEASURES)**

COST EFFECTIVENESS (25 MEASURES)

105488	Overhead and other costs to perform the process "process customer credit" per \$100,000 revenue	<p>(Total cost to perform the process "process customer credit" * Percentage of total cost of the process "process customer credit" allocated to internal costs * Percentage of internal costs of the process "process customer credit" allocated to overhead and other costs * 0.0001) / (Total business entity revenue * 0.00001)</p> <p>(259.0230 * 259.0240 * 259.0280 * 0.0001) / (259.0040 * 0.00001)</p>
102933	Personnel cost to perform the process "invoice customer" per \$1,000 revenue	<p>(Total cost to perform the process "invoice customer" * Percentage of total cost of the process "invoice customer" allocated to internal costs * Percentage of internal costs of the process "invoice customer" allocated to personnel cost * 0.0001) / (Total business entity revenue * 0.001)</p> <p>(259.0510 * 259.0520 * 259.0540 * 0.0001) / (259.0040 * 0.001)</p>
105486	Personnel cost to perform the process "invoice customer" per process FTE	<p>(Percentage of total cost of the process "invoice customer" allocated to internal costs * Percentage of internal costs of the process "invoice customer" allocated to personnel cost * 0.0001 * Total cost to perform the process "invoice customer") / Number of FTEs who perform the process "invoice customer"</p> <p>(259.0520 * 259.0540 * 0.0001 * 259.0510) / 259.0500</p>
103010	Personnel cost to perform the process "process customer credit" per \$1,000 revenue	<p>(Percentage of total cost of the process "process customer credit" allocated to internal costs * Percentage of internal costs of the process "process customer credit" allocated to personnel cost * 0.0001 * Total cost to perform the process "process customer credit") / (Total business entity revenue * 0.001)</p> <p>(259.0240 * 259.0260 * 0.0001 * 259.0230) / (259.0040 * 0.001)</p>
105485	Personnel cost to perform the process "process customer credit" per process FTE	<p>(Percentage of total cost of the process "process customer credit" allocated to internal costs * Percentage of internal costs of the process "process customer credit" allocated to personnel cost * 0.0001 * Total cost to perform the process "process customer credit") / Number of FTEs who perform the process "process customer credit"</p> <p>(259.0240 * 259.0260 * 0.0001 * 259.0230) / 259.0220</p>

FINANCE AND ACCOUNTING CUSTOMER CREDIT AND INVOICING (72 MEASURES)

COST EFFECTIVENESS (25 MEASURES)

104464	Selling, general, and administrative (SGA) costs as a percentage of business entity revenue	$(\text{Total SG\&A costs} / \text{Total business entity revenue}) * 100$ $(259.0090 / 259.0040) * 100$	
103289	Systems cost to perform the process "invoice customer" per \$100,000 revenue	$(\text{Total cost to perform the process "invoice customer"} * \text{Percentage of total cost of the process "invoice customer"} \text{ allocated to internal costs} * \text{Percentage of internal cost of the process "Invoice customer"} \text{ allocated to systems costs} * 0.0001) / (\text{Total business entity revenue} * 0.00001)$ $(259.0510 * 259.0520 * 259.0550 * 0.0001) / (259.0040 * 0.00001)$	
103343	Systems cost to perform the process "process customer credit" per \$100,000 revenue	$(\text{Percentage of total cost of the process "process customer credit"} \text{ allocated to internal costs} * \text{Percentage of internal cost of the process "Process customer credit"} \text{ allocated to systems costs} * 0.0001 * \text{Total cost to perform the process "process customer credit"}) / (\text{Total business entity revenue} * 0.00001)$ $(259.0240 * 259.0270 * 0.0001 * 259.0230) / (259.0040 * 0.00001)$	
103694	Total cost to perform the process "invoice customer" as a percentage of revenue	$(\text{Total cost to perform the process "invoice customer"} / \text{Total business entity revenue}) * 100$ $(259.0510 / 259.0040) * 100$	
103699	Total cost to perform the process "invoice customer" per \$1 billion revenue	$\text{Total cost to perform the process "invoice customer"} / (\text{Total business entity revenue} * 0.000000001)$ $259.0510 / (259.0040 * 0.000000001)$	
105482	Total cost to perform the process "invoice customer" per active customer	$\text{Total cost to perform the process "invoice customer"} / \text{Number of active customers in customer master file}$ $259.0510 / 259.0390$	
105483	Total cost to perform the process "invoice customer" per customer account	$\text{Total cost to perform the process "invoice customer"} / \text{Number of customers in the customer master file}$ $259.0510 / 259.0380$	
103697	Total cost to perform the process "invoice customer" per process FTE	$\text{Total cost to perform the process "invoice customer"} / \text{Number of FTEs who perform the process "invoice customer"}$ $259.0510 / 259.0500$	
103853	Total cost to perform the process "process customer credit" as a percentage of revenue	$(\text{Total cost to perform the process "process customer credit"} / \text{Total business entity revenue}) * 100$ $(259.0230 / 259.0040) * 100$	

FINANCE AND ACCOUNTING CUSTOMER CREDIT AND INVOICING (72 MEASURES)

COST EFFECTIVENESS (25 MEASURES)

103857	Total cost to perform the process "process customer credit" per \$1 billion revenue	Total cost to perform the process "process customer credit" / (Total business entity revenue * .000000001) 259.0230 / (259.0040 * .000000001)	
105480	Total cost to perform the process "process customer credit" per active customer	Total cost to perform the process "process customer credit" / Number of active customers in customer master file 259.0230 / 259.0390	
105481	Total cost to perform the process "process customer credit" per customer account	Total cost to perform the process "process customer credit" / Number of customers in the customer master file 259.0230 / 259.0380	
103855	Total cost to perform the process "process customer credit" per process FTE	Total cost to perform the process "process customer credit" / Number of FTEs who perform the process "process customer credit" 259.0230 / 259.0220	

CYCLE TIME (4 MEASURES)

100561	Cycle time in days for credit approval	Cycle time in days for credit approval 259.0440	✓
100164	Cycle time in days to generate complete and correct billing data	Cycle time in days to generate complete and correct billing data 259.0780	✓
100178	Days sales outstanding	Days sales outstanding in accounts receivable 259.0340	✓
100558	Cycle time in days between transmission of invoice and shipment of goods or delivery of services	Cycle time in calendar days from the transmission of an invoice/bill to shipping/providing the good/service 259.0770	

PROCESS EFFICIENCY (9 MEASURES)

101035	Number of FTEs that perform the process "invoice customer" per \$1 billion revenue	Number of FTEs who perform the process "invoice customer" / (Total business entity revenue * .000000001) 259.0500 / (259.0040 * .000000001)	✓
101114	Number of FTEs that perform the process "process customer credit" per \$1 billion revenue	Number of FTEs who perform the process "process customer credit" / (Total business entity revenue * .000000001) 259.0220 / (259.0040 * .000000001)	✓

FINANCE AND ACCOUNTING CUSTOMER CREDIT AND INVOICING (72 MEASURES)

PROCESS EFFICIENCY (9 MEASURES)

102142	Percentage of invoice line items processed error free the first time	Percentage of invoice line items processed error free the first time 259.0750	✓
102264	Percentage of billed/invoiced line items paid on time to the business entity	Percentage of billed/invoiced line items that are paid on time to your business entity 259.0760	
102134	Percentage of invoice line items invoiced using electronic or automatic methods	Percentage of invoice line items invoiced using electronic or automatic methods 259.0700	
102161	Percentage of invoices automatically generated based on event triggers	Percentage of invoices automatically generated based on event triggers 259.0640	
105436	Percentage of invoices billed to customers that have credit terms	Percentage of invoices billed with credit terms 259.0410	
105532	Percentage of line items billed/invoiced that is entered into the general ledger through an automated method	Percentage of line items billed/invoiced into the system through an automated method 259.0710	
104166	Total uncollectable balances as a percentage of revenue	(Total value of uncollectable balances / Total business entity revenue) * 100 (259.0350 / 259.0040) * 100	

STAFF PRODUCTIVITY (10 MEASURES)

101280	Number of invoice line items processed per FTE that performs the process "invoice customer"	Number of billed/invoiced line items paid to your business entity / Number of FTEs who perform the process "invoice customer" 259.0670 / 259.0500	✓
101287	Number of invoices processed per FTE that performs the process "invoice customer"	Number of invoices billed to customer / Number of FTEs who perform the process "invoice customer" 259.0630 / 259.0500	✓
105477	Number of active customers per FTE that performs the process "invoice customer"	Number of active customers in customer master file / Number of FTEs who perform the process "invoice customer" 259.0390 / 259.0500	
105497	Number of active customers per FTE that performs the process "invoice customer" and maintains customer/product master files	Number of active customers in customer master file / Number of FTEs who perform the process "invoice customer" who maintain customer/product master files 259.0390 / 259.0580	

FINANCE AND ACCOUNTING CUSTOMER CREDIT AND INVOICING (72 MEASURES)

STAFF PRODUCTIVITY (10 MEASURES)

100878	Number of active customers per FTE that performs the process "process customer credit"	Number of active customers in customer master file / Number of FTEs who perform the process "process customer credit" 259.0390 / 259.0220	
100902	Number of credit reviews per FTE that performs the process "process customer credit"	Credit reviews performed at account level by credit staff / Number of FTEs who perform the process "process customer credit" 259.0400 / 259.0220	
105479	Number of customer accounts per FTE that performs the process "invoice customer"	Number of customers in the customer master file / Number of FTEs who perform the process "invoice customer" 259.0380 / 259.0500	
105478	Number of customer accounts per FTE that performs the process "process customer credit"	Number of customers in the customer master file / Number of FTEs who perform the process "process customer credit" 259.0380 / 259.0220	
105495	Number of updates to the customer master file per FTE that performs the process "invoice customer"	Number of updates to customer master file / Number of FTEs who perform the process "invoice customer" 259.0690 / 259.0500	
105496	Number of updates to the customer master file per FTE that performs the process "invoice customer" and maintains customer/product master files	Number of updates to customer master file / Number of FTEs who perform the process "invoice customer" who maintain customer/product master files 259.0690 / 259.0580	

SUPPLEMENTAL INFORMATION (24 MEASURES)

100230	Average number of line items per invoice	Number of billed/invoiced line items paid to your business entity / Number of invoices billed to customer 259.0670 / 259.0630	
100387	Average value per line item billed	Total value of line items billed/invoiced / Number of billed/invoiced line items paid to your business entity 259.0680 / 259.0670	
105438	Maximum value of credit that can be extended to existing customers without approval	Maximum credit that can be extended to existing customers without approval 259.0430	

**FINANCE AND ACCOUNTING
CUSTOMER CREDIT AND INVOICING (72 MEASURES)**

SUPPLEMENTAL INFORMATION (24 MEASURES)

105437	Maximum value of credit that can be extended to new customers without approval	Maximum credit that can be extended to new customers without approval 259.0420	
101870	Percentage of billed/invoiced line items offering a discount	Percentage of invoice line items received that offer a discount 259.0730	
105503	Percentage of billed/invoiced line items offering a discount for which the discount is taken	Percentage of line items billed/invoiced offering a discount for which the discount is taken 259.0740	
105484	Percentage of customer accounts that are active customers	(Number of active customers in customer master file / Number of customers in the customer master file) * 100.0 (259.0390 / 259.0380) * 100.0	
105491	Percentage of FTEs who perform the process "invoice customer" who generate customer billing data	(Number of FTEs who perform the process "invoice customer" who generate customer billing data / Number of FTEs who perform the process "invoice customer") * 100.0 (259.0590 / 259.0500) * 100.0	
105490	Percentage of FTEs who perform the process "invoice customer" who maintain customer/product master files	(Number of FTEs who perform the process "invoice customer" who maintain customer/product master files / Number of FTEs who perform the process "invoice customer") * 100.0 (259.0580 / 259.0500) * 100.0	
105489	Percentage of FTEs who perform the process "invoice customer" who perform management activities	(Number of FTEs who perform the process "invoice customer" who perform management activities / Number of FTEs who perform the process "invoice customer") * 100.0 (259.0570 / 259.0500) * 100.0	
105493	Percentage of FTEs who perform the process "invoice customer" who post accounts receivable entries	(Number of FTEs who perform the process "invoice customer" who post accounts receivable entries / Number of FTEs who perform the process "invoice customer") * 100.0 (259.0610 / 259.0500) * 100.0	
105494	Percentage of FTEs who perform the process "invoice customer" who resolve customer billing inquiries	(Number of FTEs who perform the process "invoice customer" who resolve customer billing inquiries / Number of FTEs who perform the process "invoice customer") * 100.0 (259.0620 / 259.0500) * 100.0	

FINANCE AND ACCOUNTING CUSTOMER CREDIT AND INVOICING (72 MEASURES)

SUPPLEMENTAL INFORMATION (24 MEASURES)

105492	Percentage of FTEs who perform the process "invoice customer" who transmit billing data to customers	(Number of FTEs who perform the process "invoice customer" who transmit billing data to customer / Number of FTEs who perform the process "invoice customer") * 100.0 (259.0600 / 259.0500) * 100.0	
105474	Percentage of FTEs who perform the process "process customer credit" who analyze/approve new account applications	(Number of FTEs who perform the process "process customer credit" who analyze/approve new account applications / Number of FTEs who perform the process "process customer credit") * 100.0 (259.0310 / 259.0220) * 100.0	
105473	Percentage of FTEs who perform the process "process customer credit" who establish credit policies	(Number of FTEs who perform the process "process customer credit" who establish credit policies / Number of FTEs who perform the process "process customer credit") * 100.0 (259.0300 / 259.0220) * 100.0	
105472	Percentage of FTEs who perform the process "process customer credit" who perform management activities	(Number of FTEs who perform the process "process customer credit" who perform management activities / Number of FTEs who perform the process "process customer credit") * 100.0 (259.0290 / 259.0220) * 100.0	
105476	Percentage of FTEs who perform the process "process customer credit" who produce credit/collection reports	(Number of FTEs who perform the process "process customer credit" who produce credit/collection reports / Number of FTEs who perform the process "process customer credit") * 100.0 (259.0330 / 259.0220) * 100.0	
105475	Percentage of FTEs who perform the process "process customer credit" who review existing accounts	(Number of FTEs who perform the process "process customer credit" who review existing accounts / Number of FTEs who perform the process "process customer credit") * 100.0 (259.0320 / 259.0220) * 100.0	
102157	Percentage of invoice line items that are denominated in a foreign currency	Percentage of invoice line items denominated in a foreign currency 259.0720	
105498	Percentage of manual sales order interventions caused by contract issues	Percentage of manual sales order interventions caused by contract issues 259.0790	
105501	Percentage of manual sales order interventions caused by incorrect customer master data	Percentage of manual sales order interventions caused by incorrect customer master data 259.0820	

**FINANCE AND ACCOUNTING
 CUSTOMER CREDIT AND INVOICING (72 MEASURES)**

SUPPLEMENTAL INFORMATION (24 MEASURES)

105500	Percentage of manual sales order interventions caused by invoicing issues	Percentage of manual sales order interventions caused by invoicing issues 259.0810	
105502	Percentage of manual sales order interventions caused by other causes	Percentage of manual sales order interventions caused by other causes 259.0830	
105499	Percentage of manual sales order interventions caused by pricing issues	Percentage of manual sales order interventions caused by pricing issues 259.0800	

About APQC's Open Standards Benchmarking

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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.
- 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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