

## 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
<b>FINANCIAL MANAGEMENT (FM)</b> (A)			
<b>FINANCE ORGANIZATION (93 MEASURES)</b> (B)			
<b>COST EFFECTIVENESS (7 MEASURES)</b> (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)	

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ID #	NAME	FORMULA	KPI
<b>SUPPLY CHAIN MANAGEMENT</b>			
<b>PROCUREMENT (96 MEASURES)</b>			
<b>COST EFFECTIVENESS (35 MEASURES)</b>			
103644	Total cost to perform the process "develop sourcing strategies" per \$1,000 purchases	Total cost to perform the process "develop sourcing strategies" / (Value of all materials and services purchased * .001)  268.0870a / (268.0600 * .001)	✓
103650	Total cost to perform the process "develop sourcing strategies" per \$1,000 revenue	Total cost to perform the process "develop sourcing strategies" / (Total business entity revenue * .001)  268.0870a / (268.0050 * .001)	✓
103568	Total cost to perform the process "manage suppliers" per \$1,000 purchases	Total cost to perform the process "manage suppliers" / (Value of all materials and services purchased * .001)  268.0870d / (268.0600 * .001)	✓
103572	Total cost to perform the process "manage suppliers" per \$1,000 revenue	Total cost to perform the process "manage suppliers" / (Total business entity revenue * .001)  268.0870d / (268.0050 * .001)	✓
103791	Total cost to perform the process "order materials and services" per \$1,000 purchases	Total cost to perform the process "order materials and services" / (Value of all materials and services purchased * .001)  268.0870c / (268.0600 * .001)	✓
103790	Total cost to perform the process "order materials and services" per \$1,000 revenue	Total cost to perform the process "order materials and services" / (Total business entity revenue * .001)  268.0870c / (268.0050 * .001)	✓
103901	Total cost to perform the process "select suppliers and develop/maintain contracts" per \$1,000 purchases	Total cost to perform the process "select suppliers and develop/maintain contracts" / (Value of all materials and services purchased * .001)  268.0870b / (268.0600 * .001)	✓
103895	Total cost to perform the process "select suppliers and develop/maintain contracts" per \$1,000 revenue	Total cost to perform the process "select suppliers and develop/maintain contracts" / (Total business entity revenue * .001)  268.0870b / (268.0050 * .001)	✓
103998	Total cost to perform the process group "procure materials and services" per \$1,000 purchases	Total cost to perform the process group "procure materials and services" / (Value of all materials and services purchased * .001)  268.0860 / (268.0600 * .001)	✓
103997	Total cost to perform the process group "procure materials and services" per \$1,000 revenue	Total cost to perform the process group "procure materials and services" / (Total business entity revenue * .001)  268.0860 / (268.0050 * .001)	✓

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### COST EFFECTIVENESS (35 MEASURES)

106015	Total cost to perform the process group "procure materials and services" per business entity employee	Total cost to perform the process group "procure materials and services" / Number of business entity employees  268.0860 / 268.0060	✓
103994	Total cost to perform the procurement process group as a percentage of revenue	(Total cost to perform the process group "procure materials and services" / Total business entity revenue) * 100  (268.0860 / 268.0050) * 100	✓
104002	Total cost to perform the procurement process group per process group FTE	Total cost to perform the process group "procure materials and services" / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")  268.0860 / (268.0590a + 268.0590b + 268.0590c + 268.0590d)	✓
104004	Total cost to perform the procurement process group per purchase order	Total cost to perform the process group "procure materials and services" / Number of purchase orders placed  268.0860 / 268.0650	✓
100433	Cost of goods sold as a percentage of revenue	(Cost of goods sold (COGS) / Total business entity revenue) * 100  (268.0090 / 268.0050) * 100	
105159	Other cost to perform the process "order materials and services" per \$1,000 purchases	Costs other than personnel, systems, overhead, and outsourced to perform the process "order materials and services" / (Value of all materials and services purchased * .001)  268.0880d / (268.0600 * .001)	
104475	Other cost to perform the process "order materials and services" per \$1,000 revenue	Costs other than personnel, systems, overhead, and outsourced to perform the process "order materials and services" / (Total business entity revenue * .001)  268.0880d / (268.0050 * .001)	
105160	Outsourced cost to perform the process "order materials and services" per \$1,000 purchases	Outsourced cost to perform the process "order materials and services" / (Value of all materials and services purchased * .001)  268.0880e / (268.0600 * .001)	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### COST EFFECTIVENESS (35 MEASURES)

104476	Outsourced cost to perform the process "order materials and services" per \$1,000 revenue	Outsourced cost to perform the process "order materials and services" / (Total business entity revenue * .001)  268.0880e / (268.0050 * .001)	
105158	Overhead cost to perform the process "order materials and services" per \$1,000 purchases	Overhead cost to perform the process "order materials and services" / (Value of all materials and services purchased * .001)  268.0880c / (268.0600 * .001)	
104474	Overhead cost to perform the process "order materials and services" per \$1,000 revenue	Overhead cost to perform the process "order materials and services" / (Total business entity revenue * .001)  268.0880c / (268.0050 * .001)	
102979	Personnel cost to perform the process "order materials and services" per \$1,000 purchases	Personnel cost to perform the process "order materials and services" / (Value of all materials and services purchased * .001)  268.0880a / (268.0600 * .001)	
102978	Personnel cost to perform the process "order materials and services" per \$1,000 revenue	Personnel cost to perform the process "order materials and services" / (Total business entity revenue * .001)  268.0880a / (268.0050 * .001)	
105167	Personnel cost to perform the process "order materials and services" per process FTE	Personnel cost to perform the process "order materials and services" / Number of FTEs who perform the process "order materials and services"  268.0880a / 268.0590c	
104464	Selling, general, and administrative (SGA) costs as a percentage of business entity revenue	(Total SG&A costs / Total business entity revenue) * 100  (268.0100 / 268.0050) * 100	
103323	Systems cost to perform the process "order materials and services" per \$100,000 purchases	Systems cost to perform the process "order materials and services" / (Value of all materials and services purchased * .00001)  268.0880b / (268.0600 * .00001)	
103321	Systems cost to perform the process "order materials and services" per \$100,000 revenue	Systems cost to perform the process "order materials and services" / (Total business entity revenue * .00001)  268.0880b / (268.0050 * .00001)	
105173	Total cost to perform the process "develop sourcing strategies" per process FTE	Total cost to perform the process "develop sourcing strategies" / Number of FTEs who perform the process "develop sourcing strategies"  268.0870a / 268.0590a	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### COST EFFECTIVENESS (35 MEASURES)

105170	Total cost to perform the process "manage suppliers" per process FTE	Total cost to perform the process "manage suppliers" / Number of FTEs who perform the process "manage suppliers"  268.0870d / 268.0590d	
105174	Total cost to perform the process "order materials and services" per process FTE	Total cost to perform the process "order materials and services" / Number of FTEs who perform the process "order materials and services"  268.0870c / 268.0590c	
103797	Total cost to perform the process "order materials and services" per purchase order	Total cost to perform the process "order materials and services" / Number of purchase orders placed  268.0870c / 268.0650	
103799	Total cost to perform the process "order materials and services" per purchase order line item	Total cost to perform the process "order materials and services" / Number of purchase order line items processed  268.0870c / 268.0660	
105177	Total cost to perform the process "select suppliers and develop/maintain contracts" per process FTE	Total cost to perform the process "select suppliers and develop/maintain contracts" / Number of FTEs who perform the process "select suppliers and develop/maintain contracts"  268.0870b / 268.0590b	
103993	Total cost to perform the procurement process group as a percentage of cost of goods sold (COGS)	(Total cost to perform the process group "procure materials and services" / Cost of goods sold (COGS)) * 100  (268.0860 / 268.0090) * 100	
104005	Total cost to perform the procurement process group per purchase order line item	Total cost to perform the process group "procure materials and services" / Number of purchase order line items processed  268.0860 / 268.0660	

### CYCLE TIME (6 MEASURES)

105456	Average procure-to-pay cycle time in days for goods	Average procure-to-pay cycle time in days for goods  268.0810	✓
105457	Average procure-to-pay cycle time in days for services	Average procure-to-pay cycle time in days for services  268.0820	✓
100322	Average supplier lead time in days on purchased materials	Average supplier lead time on purchased materials  268.0760	✓

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### CYCLE TIME (6 MEASURES)

100395	Cash-to-cash cycle time in days	Cash-to-cash cycle time in days 268.0170	✓
100639	Cycle time in hours to place a purchase order	Cycle time in hours from the receipt of a purchase requisition line item to the purchase order's transmission to the vendor/contractor 268.0830	✓
100642	Days payable	Days payable outstanding 268.0180	

### PROCESS EFFICIENCY (28 MEASURES)

101008	Number of FTEs that perform the process "develop sourcing strategies" per \$1 billion purchases	Number of FTEs who perform the process "develop sourcing strategies" / (Value of all materials and services purchased * .000000001) 268.0590a / (268.0600 * .000000001)	✓
100985	Number of FTEs that perform the process "manage suppliers" per \$1 billion purchases	Number of FTEs who perform the process "manage suppliers" / (Value of all materials and services purchased * .000000001) 268.0590d / (268.0600 * .000000001)	✓
101071	Number of FTEs that perform the process "order materials and services" per \$1 billion purchases	Number of FTEs who perform the process "order materials and services" / (Value of all materials and services purchased * .000000001) 268.0590c / (268.0600 * .000000001)	✓
101138	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per \$1 billion purchases	Number of FTEs who perform the process "select suppliers and develop/maintain contracts" / (Value of all materials and services purchased * .000000001) 268.0590b / (268.0600 * .000000001)	✓
101214	Number of FTEs that perform the process group "procure materials and services" per \$1 billion purchases	(Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers") / (Value of all materials and services purchased * .000000001) (268.0590a + 268.0590b + 268.0590c + 268.0590d) / (268.0600 * .000000001)	✓
102426	Percentage of purchase orders approved electronically	Percentage of purchase orders approved electronically 268.0900	✓

**SUPPLY CHAIN MANAGEMENT  
PROCUREMENT (96 MEASURES)**

**PROCESS EFFICIENCY (28 MEASURES)**

104118	Number of active vendors in the master file per \$1 million purchases	Number of active unique suppliers in vendor master file / (Value of all materials and services purchased * .000001)  268.0700 / (268.0600 * .000001)	
100666	Number of FTEs that perform the process "develop sourcing strategies" as a percentage of procurement process group FTEs	(Number of FTEs who perform the process "develop sourcing strategies" / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")) * 100  (268.0590a / (268.0590a + 268.0590b + 268.0590c + 268.0590d)) * 100	
101011	Number of FTEs that perform the process "develop sourcing strategies" per \$1 billion revenue	Number of FTEs who perform the process "develop sourcing strategies" / (Total business entity revenue * .000000001)  268.0590a / (268.0050 * .000000001)	
100102	Number of FTEs that perform the process "manage suppliers" as a percentage of procurement process group FTEs	(Number of FTEs who perform the process "manage suppliers" / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")) * 100  (268.0590d / (268.0590a + 268.0590b + 268.0590c + 268.0590d)) * 100	
100988	Number of FTEs that perform the process "manage suppliers" per \$1 billion revenue	Number of FTEs who perform the process "manage suppliers" / (Total business entity revenue * .000000001)  268.0590d / (268.0050 * .000000001)	
101455	Number of FTEs that perform the process "order materials and services" as a percentage of procurement process group FTEs	(Number of FTEs who perform the process "order materials and services" / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")) * 100  (268.0590c / (268.0590a + 268.0590b + 268.0590c + 268.0590d)) * 100	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### PROCESS EFFICIENCY (28 MEASURES)

101074	Number of FTEs that perform the process "order materials and services" per \$1 billion revenue	Number of FTEs who perform the process "order materials and services" / (Total business entity revenue * .000000001)  268.0590c / (268.0050 * .000000001)	
103171	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" as a percentage of procurement process group FTEs	(Number of FTEs who perform the process "select suppliers and develop/maintain contracts" / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")) * 100  (268.0590b / (268.0590a + 268.0590b + 268.0590c + 268.0590d)) * 100	
104250	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per \$1 billion revenue	Number of FTEs who perform the process "select suppliers and develop/maintain contracts" / (Total business entity revenue * .000000001)  268.0590b / (268.0050 * .000000001)	
104251	Number of FTEs that perform the process group "procure materials and services" per \$1 billion revenue	(Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers") / (Total business entity revenue * .000000001)  (268.0590a + 268.0590b + 268.0590c + 268.0590d) / (268.0050 * .000000001)	
102422	Percentage of purchase order line items transacted using e-procurement enabled catalogue suppliers	Percentage of purchase order line items transacted using e-procurement enabled catalogue suppliers  268.0890	
102428	Percentage of purchase orders received complete	Percentage of purchase orders received with all items complete  268.0790	
102430	Percentage of purchase orders received damage free	(Number of purchase orders received with all items damage free / Number of purchase orders placed) * 100  (268.0800 / 268.0650) * 100	
101861	Percentage of purchase value from certified vendors	Percentage of purchase value from certified vendors  268.0730	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### PROCESS EFFICIENCY (28 MEASURES)

102645	Percentage of supplier on-time delivery	Percentage of supplier on-time delivery 268.0780	
102648	Percentage of supplier orders received by original request date (on time)	Percentage of supplier orders delivered by original request date 268.0770	
102703	Percentage of total number of goods receipts received without item and quantity verification	(Number of goods receipts received without item and quantity verification / Number of parts and materials receipts received) * 100 (268.0910 / 268.0670) * 100	
102822	Percentage of total purchases procured via maverick buying	Percentage of total purchase value procured via maverick buying 268.0750	
101768	Percentage of total value of goods and services purchased from top ten suppliers	Percentage of the total value of goods and services purchased from your top 10 suppliers 268.0720	
100076	Raw material inventory turns	Raw material inventory turn rate 268.0840	
103199	Strategic suppliers as a percentage of all active suppliers	(Number of active suppliers considered strategic suppliers / Number of active unique suppliers in vendor master file) * 100 (268.0710 / 268.0700) * 100	
100385	Transaction amount per purchase order	Average transaction amount per purchase order 268.0630	

### STAFF PRODUCTIVITY (6 MEASURES)

101391	Number of purchase order line items processed per FTE that performs the process "order materials and services"	Number of purchase order line items processed / Number of FTEs who perform the process "order materials and services" 268.0660 / 268.0590c	✓
101393	Number of purchase orders processed per FTE that performs the process "order materials and services"	Number of purchase orders placed / Number of FTEs who perform the process "order materials and services" 268.0650 / 268.0590c	✓

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### STAFF PRODUCTIVITY (6 MEASURES)

104129	Number of purchase orders processed per FTE that performs the process group "procure materials and services"	Number of purchase orders placed / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")  268.0650 / (268.0590a + 268.0590b + 268.0590c + 268.0590d)	✓
104117	Number of active suppliers in vendor master file per procurement process group FTE	Number of active unique suppliers in vendor master file / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")  268.0700 / (268.0590a + 268.0590b + 268.0590c + 268.0590d)	
105162	Number of purchase requisition line items processed per "order materials/services" FTE	Number of purchase requisition line items processed / Number of FTEs who perform the process "order materials and services"  268.0640 / 268.0590c	
104139	Total purchase value (spend, in thousands of dollars) per FTE that performs the process group "procure materials and services"	(Value of all materials and services purchased / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")) * .001  (268.0600 / (268.0590a + 268.0590b + 268.0590c + 268.0590d)) * .001	

### SUPPLEMENTAL INFORMATION (21 MEASURES)

105987	Direct materials and services value as a percentage of cost of goods sold	(Value of all direct materials and services purchased / Cost of goods sold (COGS)) * 100  (268.0610a / 268.0090) * 100	
100673	Direct materials and services value as a percentage of total value of purchases	(Value of all direct materials and services purchased / Value of all materials and services purchased) * 100  (268.0610a / 268.0610c) * 100	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### SUPPLEMENTAL INFORMATION (21 MEASURES)

100774	Indirect materials and services value as a percentage of total value of purchases	(Value of all indirect materials and services purchased / Value of all materials and services purchased) * 100  (268.0610b / 268.0610c) * 100	
105161	Number of items received by the business entity per procurement process group FTE	Number of items received / (Number of FTEs who perform the process "develop sourcing strategies" + Number of FTEs who perform the process "select suppliers and develop/maintain contracts" + Number of FTEs who perform the process "order materials and services" + Number of FTEs who perform the process "manage suppliers")  268.0680 / (268.0590a + 268.0590b + 268.0590c + 268.0590d)	
105211	Other cost to perform the process "order materials and services" as a percentage of total process cost	(Costs other than personnel, systems, overhead, and outsourced to perform the process "order materials and services" / Total cost to perform the process "order materials and services") * 100  (268.0880d / 268.0870c) * 100	
105212	Outsourced cost to perform the process "order materials and services" as a percentage of total process cost	(Outsourced cost to perform the process "order materials and services" / Total cost to perform the process "order materials and services") * 100  (268.0880e / 268.0870c) * 100	
105210	Overhead cost to perform the process "order materials and services" as a percentage of total process cost	(Overhead cost to perform the process "order materials and services" / Total cost to perform the process "order materials and services") * 100  (268.0880c / 268.0870c) * 100	
102404	Percentage of procurement process group staff with formal training in negotiations	Percentage of procurement department staff with formal training in negotiations  268.0580c	
102405	Percentage of procurement process group staff with over three years of purchasing operations experience	Percentage of procurement department staff with over three years of purchasing operations experience  268.0580b	
102406	Percentage of procurement process group staff with over three years of strategic sourcing/commodity management experience	Percentage of procurement department staff with over three years of strategic sourcing/commodity management experience  268.0580a	
102778	Percentage of total value of direct materials and services purchased outside of country	Percentage of total value of direct materials and services purchased that is sourced outside of the country  268.0620	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (96 MEASURES)

### SUPPLEMENTAL INFORMATION (21 MEASURES)

105166	Percentage of unique suppliers who are active suppliers	(Number of active unique suppliers in vendor master file / Number of unique suppliers in vendor master file) * 100  (268.0700 / 268.0690) * 100	
101867	Percentage of value of purchased material that is received from vendors that participate in vendor-managed inventory programs	Percentage of value of purchased materials from vendors that participate in vendor-managed programs  268.0740	
105208	Personnel cost to perform the process "order materials and services" as a percentage of total process cost	(Personnel cost to perform the process "order materials and services" / Total cost to perform the process "order materials and services") * 100  (268.0880a / 268.0870c) * 100	
104724	Ratio of Purchases to Revenue	(Value of all materials and services purchased/Total business entity revenue)*100  (268.0600/268.0050)*100	
105209	Systems cost to perform the process "order materials and services" as a percentage of total process cost	(Systems cost to perform the process "order materials and services" / Total cost to perform the process "order materials and services") * 100  (268.0880b / 268.0870c) * 100	
105194	Total cost to perform the process "develop sourcing strategies" as a percentage of total procurement process group cost	(Total cost to perform the process "develop sourcing strategies" / Total cost to perform the process group "procure materials and services") * 100  (268.0870a / 268.0860) * 100	
105207	Total cost to perform the process "manage suppliers" as a percentage of total procurement process group cost	(Total cost to perform the process "manage suppliers" / Total cost to perform the process group "procure materials and services") * 100  (268.0870d / 268.0860) * 100	
105206	Total cost to perform the process "order materials and services" as a percentage of total procurement process group cost	(Total cost to perform the process "order materials and services" / Total cost to perform the process group "procure materials and services") * 100  (268.0870c / 268.0860) * 100	
105204	Total cost to perform the process "select suppliers and develop/maintain contracts" as a percentage of total procurement process group cost	(Total cost to perform the process "select suppliers and develop/maintain contracts" / Total cost to perform the process group "procure materials and services") * 100  (268.0870b / 268.0860) * 100	

**SUPPLY CHAIN MANAGEMENT  
 PROCUREMENT (96 MEASURES)**

**SUPPLEMENTAL INFORMATION (21 MEASURES)**

104199	Value of materials and services per \$1,000 revenue	Value of all materials and services purchased / (Total business entity revenue * .001)	
		268.0600 / (268.0050 * .001)	

**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.
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