

## 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 (85 MEASURES)</b>			
<b>COST EFFECTIVENESS (22 MEASURES)</b>			
106501	Total annual other cost to perform the procurement process group per procurement process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to other cost * .01) / Total number of FTEs performing procurement processes  (311.0310 * 311.0810 * .01) / 311.0260	✓
106500	Total annual outsourced cost to perform the procurement process group per procurement process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to outsourced cost * .01) / Total number of FTEs performing procurement processes  (311.0310 * 311.0800 * .01) / 311.0260	✓
106499	Total annual overhead cost to perform the procurement process group per procurement process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to overhead cost * .01) / Total number of FTEs performing procurement processes  (311.0310 * 311.0790 * .01) / 311.0260	✓
106497	Total annual personnel cost to perform the procurement process group per procurement process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to personnel cost * .01) / Total number of FTEs performing procurement processes  (311.0310 * 311.0770 * .01) / 311.0260	✓
106498	Total annual systems cost to perform the procurement process group per procurement process group FTE	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to systems cost * .01) / Total number of FTEs performing procurement processes  (311.0310 * 311.0780 * .01) / 311.0260	✓
103994	Total cost to perform the process group "procure materials and services" as a percentage of revenue	(Total cost to perform the process group "procure materials and services" / Total business entity revenue) * 100  (311.0310 / 311.0050) * 100	✓
104789	Total cost to perform the process group "procure materials and services" per \$1 billion revenue	Total cost to perform the process group "procure materials and services" / (Total business entity revenue * .000000001)  311.0310 / (311.0050 * .000000001)	✓

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### COST EFFECTIVENESS (22 MEASURES)

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)  311.0310 / (311.0320 * .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)  311.0310 / (311.0050 * .001)	✓
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  311.0310 / 311.0100	✓
104002	Total cost to perform the procurement process group per process group FTE	Total cost to perform the process group "procure materials and services" / Total number of FTEs performing procurement processes  311.0310 / 311.0260	✓
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  311.0310 / 311.0470	✓
100433	Cost of goods sold as a percentage of revenue	(Cost of goods sold (COGS) / Total business entity revenue) * 100  (311.0070 / 311.0050) * 100	
106479	Total annual cost avoidance savings obtained on purchased goods and services	Total annual cost avoidance savings obtained on purchased goods and services  311.0710	
106478	Total annual cost takeout savings obtained on purchased goods and services	Total annual cost takeout savings obtained on purchased goods and services  311.0700	
106496	Total annual other cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to other cost * .01) / (Total business entity revenue * .001)  (311.0310 * 311.0810 * .01) / (311.0050 * .001)	
106495	Total annual outsourced cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to outsourced cost * .01) / (Total business entity revenue * .001)  (311.0310 * 311.0800 * .01) / (311.0050 * .001)	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### COST EFFECTIVENESS (22 MEASURES)

106494	Total annual overhead cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to overhead cost * .01) / (Total business entity revenue * .001)  (311.0310 * 311.0790 * .01) / (311.0050 * .001)	
106492	Total annual personnel cost to perform the procurement process group per \$1,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to personnel cost * .01) / (Total business entity revenue * .001)  (311.0310 * 311.0770 * .01) / (311.0050 * .001)	
106493	Total annual systems cost to perform the procurement process group per \$100,000 revenue	(Total cost to perform the process group "procure materials and services" * Percentage of total procurement cost allocated to systems cost * .01) / (Total business entity revenue * .00001)  (311.0310 * 311.0780 * .01) / (311.0050 * .00001)	
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  (311.0310 / 311.0070) * 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  311.0310 / 311.0480	

### CYCLE TIME (7 MEASURES)

103094	Average procure-to-pay cycle time in days	Average procure-to-pay cycle time in days for goods  311.0650	✓
105457	Average procure-to-pay cycle time in days for services	Average procure-to-pay cycle time in days for services  311.0660	✓
100395	Cash-to-cash cycle time in days	Cash-to-cash cycle time in days  311.0080	✓
106474	Average cycle time in days for sourcing events for the procurement process group	Average cycle time in days for sourcing events for the procurement process group  311.0620	
106475	Average cycle time in days to establish a contract with a supplier	Average cycle time in days to establish a contract with a supplier  311.0630	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### CYCLE TIME (7 MEASURES)

106476	Average cycle time in days to set up a supplier in the procurement system	Average cycle time in days to set up a supplier in the procurement system 311.0640	
100642	Days payable	Days payable outstanding 311.0090	

### PROCESS EFFICIENCY (24 MEASURES)

106490	Manual transmission rate for direct materials and services purchase orders	Percentage of purchase orders for direct materials and services transmitted to the vendor manually transmission rate for direct materials and services 311.0820	✓
106491	Manual transmission rate for indirect materials and services purchase orders	Percentage of purchase orders for direct materials and services transmitted to the vendor manually transmission rate for indirect materials and services 311.0830	✓
106480	Net Promoter Score (NPS) of the procurement function stakeholders	Net Promoter Score (NPS) of the procurement function stakeholders 311.0720	✓
101008	Number of FTEs that perform the process "develop sourcing strategies" per \$1 billion purchases	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to providing sourcing governance and performing category management * .01) / (Value of all materials and services purchased * .000000001)  (311.0260 * 311.0270 * .01) / (311.0320 * .000000001)	✓
100985	Number of FTEs that perform the process "manage suppliers" per \$1 billion purchases	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to managing suppliers * .01) / (Value of all materials and services purchased * .000000001)  (311.0260 * 311.0300 * .01) / (311.0320 * .000000001)	✓
101071	Number of FTEs that perform the process "order materials and services" per \$1 billion purchases	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to ordering materials and services * .01) / (Value of all materials and services purchased * .000000001)  (311.0260 * 311.0290 * .01) / (311.0320 * .000000001)	✓

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### PROCESS EFFICIENCY (24 MEASURES)

101138	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per \$1 billion purchases	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to selecting suppliers and developing/maintaining contracts * .01) / (Value of all materials and services purchased * .000000001)  (311.0260 * 311.0280 * .01) / (311.0320 * .000000001)	✓
101214	Number of FTEs that perform the process group "procure materials and services" per \$1 billion purchases	Percentage of FTEs performing procurement processes dedicated to ordering materials and services / (Value of all materials and services purchased * .000000001)  311.0290 / (311.0320 * .000000001)	✓
102426	Percentage of purchase orders approved electronically	Percentage of purchase orders approved electronically  311.0850	✓
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)  311.0540 / (311.0320 * .000001)	
100666	Number of FTEs that perform the process "develop sourcing strategies" as a percentage of procurement process group FTEs	Percentage of FTEs performing procurement processes dedicated to providing sourcing governance and performing category management  311.0270	
101011	Number of FTEs that perform the process "develop sourcing strategies" per \$1 billion revenue	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to providing sourcing governance and performing category management * .01) / (Total business entity revenue * .000000001)  (311.0260 * 311.0270 * .01) / (311.0050 * .000000001)	
100102	Number of FTEs that perform the process "manage suppliers" as a percentage of procurement process group FTEs	Percentage of FTEs performing procurement processes dedicated to managing suppliers  311.0300	
100988	Number of FTEs that perform the process "manage suppliers" per \$1 billion revenue	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to managing suppliers * .01) / (Total business entity revenue * .000000001)  (311.0260 * 311.0300 * .01) / (311.0050 * .000000001)	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### PROCESS EFFICIENCY (24 MEASURES)

101455	Number of FTEs that perform the process "order materials and services" as a percentage of procurement process group FTEs	Percentage of FTEs performing procurement processes dedicated to ordering materials and services  311.0290	
101074	Number of FTEs that perform the process "order materials and services" per \$1 billion revenue	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to ordering materials and services * .01) / (Total business entity revenue * .000000001)  (311.0260 * 311.0290 * .01) / (311.0050 * .000000001)	
103171	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" as a percentage of procurement process group FTEs	Percentage of FTEs performing procurement processes dedicated to selecting suppliers and developing/maintaining contracts  311.0280	
104250	Number of FTEs that perform the process "select suppliers and develop/maintain contracts" per \$1 billion revenue	(Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to selecting suppliers and developing/maintaining contracts * .01) / (Total business entity revenue * .000000001)  (311.0260 * 311.0280 * .01) / (311.0050 * .000000001)	
104251	Number of FTEs that perform the process group "procure materials and services" per \$1 billion revenue	Total number of FTEs performing procurement processes / (Total business entity revenue * .000000001)  311.0260 / (311.0050 * .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  311.0840	
101861	Percentage of purchase value from certified vendors	Percentage of purchase value from certified vendors  311.0570	
102822	Percentage of total purchases procured via maverick buying	Percentage of total purchase value procured via maverick buying  311.0590	
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  311.0560	
100385	Transaction amount per purchase order	Average transaction amount per purchase order  311.0450	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### STAFF PRODUCTIVITY (7 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 / (Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to ordering materials and services * .01)  311.0480 / (311.0260 * 311.0290 * .01)	✓
101393	Number of purchase orders processed per FTE that performs the process "order materials and services"	Number of purchase orders placed / (Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to ordering materials and services * .01)  311.0470 / (311.0260 * 311.0290 * .01)	✓
104129	Number of purchase orders processed per FTE that performs the process group "procure materials and services"	Number of purchase orders placed / Total number of FTEs performing procurement processes  311.0470 / 311.0260	✓
103159	Business entity revenue per business entity employee	Total business entity revenue/Number of business entity employees  311.0050/311.0100	
104117	Number of active suppliers in vendor master file per procurement process group FTE	Number of active unique suppliers in vendor master file / Total number of FTEs performing procurement processes  311.0540 / 311.0260	
105162	Number of purchase requisition line items processed per "order materials/services" FTE	Number of purchase requisition line items processed / (Total number of FTEs performing procurement processes * Percentage of FTEs performing procurement processes dedicated to ordering materials and services * .01)  311.0460 / (311.0260 * 311.0290 * .01)	
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 / Total number of FTEs performing procurement processes) * .001  (311.0320 / 311.0260) * .001	

### SUPPLEMENTAL INFORMATION (25 MEASURES)

106477	Average payment days for negotiated payment terms	Average payment days for negotiated payment terms  311.0680	
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  (311.0420 / 311.0070) * 100	



## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### SUPPLEMENTAL INFORMATION (25 MEASURES)

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  (311.0420 / 311.0320) * 100	
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  (311.0430 / 311.0320) * 100	
105161	Number of items received by the business entity per procurement process group FTE	Number of items received / Total number of FTEs performing procurement processes  311.0500 / 311.0260	
106483	Percentage of procurement costs allocated to direct materials and services purchases	Percentage of procurement costs allocated to direct materials and services purchases  311.0750	
106484	Percentage of procurement costs allocated to indirect materials and services purchases	Percentage of procurement costs allocated to indirect materials and services purchases  311.0760	
106470	Percentage of procurement process group FTEs associated with direct materials and services	Percentage of procurement process group FTEs associated with direct materials and services  311.0400	
106471	Percentage of procurement process group FTEs associated with indirect materials and services	Percentage of procurement process group FTEs associated with indirect materials and services  311.0410	
102404	Percentage of procurement process group staff with formal training in negotiations	Percentage of procurement department staff with formal training in negotiations  311.0390	
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  311.0380	
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  311.0370	
106472	Percentage of purchase orders associated with direct materials and services	Percentage of purchase orders associated with direct materials and services  311.0510	

## SUPPLY CHAIN MANAGEMENT PROCUREMENT (85 MEASURES)

### SUPPLEMENTAL INFORMATION (25 MEASURES)

106473	Percentage of purchase orders associated with indirect materials and services	Percentage of purchase orders associated with indirect materials and services  311.0520	
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  311.0440	
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  (311.0540 / 311.0530) * 100	
104724	Ratio of purchases to revenue	(Value of all materials and services purchased/Total business entity revenue)*100  (311.0320/311.0050)*100	
106489	Total annual other cost to perform the procurement process group as a percentage of the total cost to perform the procurement process group	Percentage of total procurement cost allocated to other cost  311.0810	
106488	Total annual outsourced cost to perform the procurement process group as a percentage of the total cost to perform the procurement process group	Percentage of total procurement cost allocated to outsourced cost  311.0800	
106487	Total annual overhead cost to perform the procurement process group as a percentage of the total cost to perform the procurement process group	Percentage of total procurement cost allocated to overhead cost  311.0790	
106485	Total annual personnel cost to perform the procurement process group as a percentage of the total cost to perform the procurement process group	Percentage of total procurement cost allocated to personnel cost  311.0770	
106486	Total annual systems cost to perform the procurement process group as a percentage of the total cost to perform the procurement process group	Percentage of total procurement cost allocated to systems cost  311.0780	
106469	Typical achieved savings of the procurement process group set to deliver on sourcing events/projects	Percentage of achieved savings that the procurement organization delivers on sourcing events/projects  311.0360	
106468	Typical savings goal of the procurement process group set to deliver on sourcing events/projects	Percentage of savings goal that the procurement organization delivers on sourcing events/projects  311.0350	

**SUPPLY CHAIN MANAGEMENT  
 PROCUREMENT (85 MEASURES)**

**SUPPLEMENTAL INFORMATION (25 MEASURES)**

104199	Value of materials and services per \$1,000 revenue	Value of all materials and services purchased / (Total business entity revenue * .001)	
		311.0320 / (311.0050 * .001)	

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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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