

Finance & Accounting Headcount Key Performance Indicators (KPIs)



Point of View (POV)

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Key Performance Metrics (KPI) in Finance Function

- A **Performance Metric** contains quantifiable elements that measures the level of performance of a function, process, business activity, or task against a standard in accuracy, cost, efficiency, etc.
- **Key Performance Metrics (KPIs)** are tied to an organization's critical success factors and business goals
- **Critical Success Factors** cover areas where the organization's satisfactory performance is essential in satisfying a customer's needs, expectations of product or service performance, and their perception of the organization

Which of your Finance performance metrics are Key to satisfying customers?



Finance Personnel Cost Metrics

Total cost to perform the finance function as a percentage of revenue

Leading	Established	Basic
1.03%	1.4%	2.0%

Source: APQC, 2020

Cost to perform finance function per Full Time Equivalent (FTEs)

Leading	Established	Basic
\$44,693	\$68,291	\$108,758

Source: APQC, 2021

Number of finance function FTEs per \$1 billion revenue

Leading	Established	Basic
27.7	44.4	72.9

Source: APQC, 2020

Total cost to perform the finance function as a percentage of selling, general, and administrative (SGA) costs

Leading	Established	Basic
3.3%	5.7%	10.0%

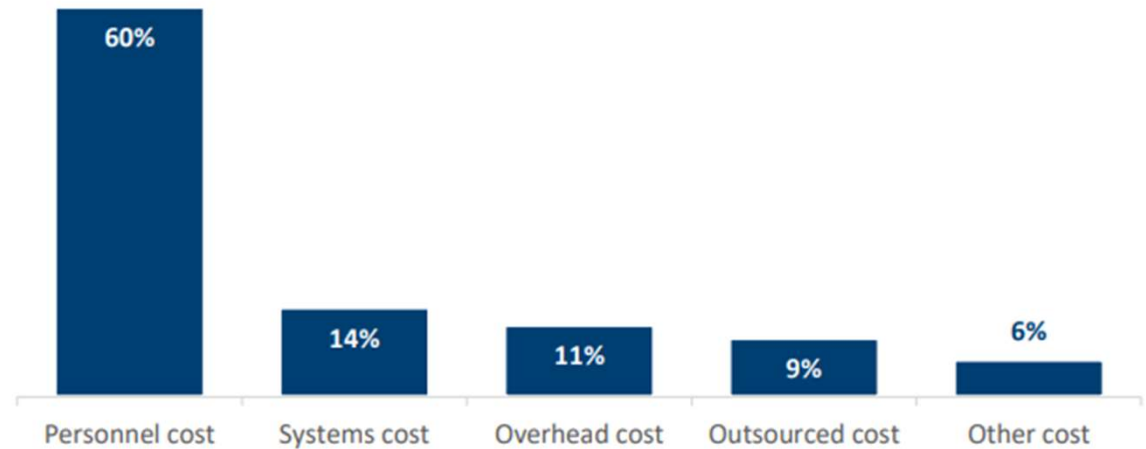
Source: APQC, 2020



Cost Categories for Finance & Accounting Function

Source: APQC 2022

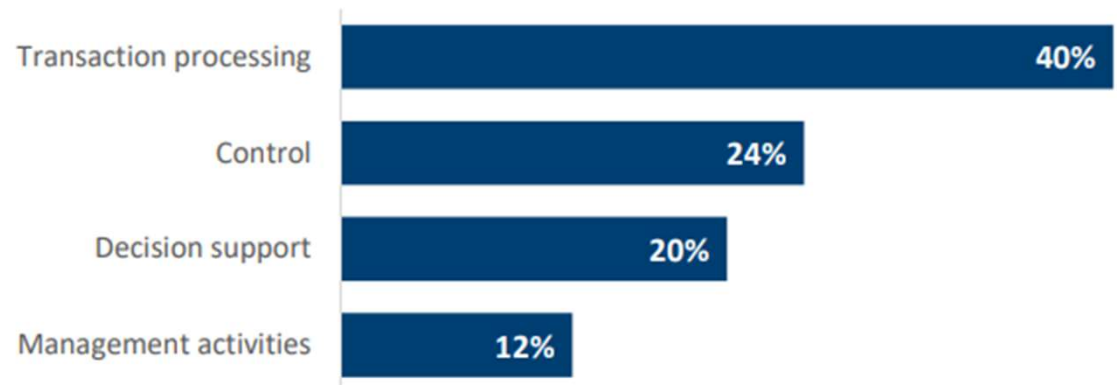
Breakdown of Average Costs of a Finance Function by Category



Time Allocation to Tasks in Finance & Accounting

Source: APQC 2022

Median Percentage of Finance Efforts by Activity Type



Value Delivery Focus Areas

Finance Process & Operating Model Optimization

- Order-to-Cash (OTC), Source-to-Pay (S2P), Financial Close
- Operating model design, SSC & BPO implementation
- Working Capital improvements in Billing, AR, Collections

Program and Project Management

- Program Management design and leadership
- Change management services

Digital Transformation

- Automation of core OTC and S2P processes

Service Delivery Highlights

Led team of 40+ consultants to document processes, lift & shift 200 roles to off-shore SSC

Led finance assessment of new acquisition in South Korea for leader in the automotive industry

Designed Order-to-Cash internal controls to support SAP global implementation for technology company with \$24B in revenue

Peter Fazio
Finance Transformation

Senior Mgr. Consulting

Business Unit Controller

SVP Finance

Auditor & Consultant

Business Unit Controller

Adjunct Professor

Infantry Officer

Finance Assessment

SSC Implementation

OTC Outsourcing

SSC Process Design

Operating Model Design

Acquisition Integration

Lease Accounting

Finance Process Design

Chart of Accounts

S2P Process Transformation

Joint Venture Implementation

Prior or Current Roles

Previous Client Work

