

Key Supply Chain Planning Benchmarks at a Glance

Pharmaceutical Industry

Prepared using data from [APQC's Open Standards Benchmarking in supply chain planning](#), this table highlights supply chain planning benchmarks for organizations in the pharmaceutical industry.¹ Supply chain planning process definitions are provided at the conclusion of the article.

Process and Measure	N	Median ² Metric Value
Overall supply chain planning process group		
Cash-to-cash cycle time in days	25	82.0 days
Customer order cycle time in days	29	4.2 days
Number of FTEs for the supply chain planning function per \$1 billion revenue	25	31.3 FTEs
Perfect order performance	17	91.0%
Supply chain management costs per \$1,000 revenue	20	\$15.85
Manage demand for products and services		
Demand/supply planning costs per \$1,000 revenue	21	\$1.18
Inventory carrying cost as a percentage of average inventory value	18	3.3%

SUPPLY CHAIN PLANNING PROCESS DEFINITIONS

Supply chain planning

Supply chain planning includes managing the demand for products and services, creating a materials plan, and scheduling production to meet actual demand. Sales and operations planning activities are included in this process.

¹ As defined by North American Industry Classification System (NAICS)

² The value above and below which an equal number of responses fall

Manage demand for products and services

The *Manage demand for products and services* process involves defining the activities used to predict demand for products and services, including forecast measurements (such as baseline and consensus), collaboration with customers, and allocating available-to-promise inventory. Various types of demand are considered in this process, including firm demand, opportunity demand, and forecasted demand; these comprise the overall demand plan.

For more information on these measures and metrics, see [Supply Chain Definitions and Key Measures](#) in APQC's Knowledge Base.

ABOUT APQC

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