

# Key Supply Chain Planning Benchmarks at a Glance

## *Consumer Products/Packaged Goods 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 consumer products/packaged goods industry.<sup>1</sup> Supply chain planning process definitions are provided at the conclusion of the article.

Process and Measure	N	Median <sup>2</sup> Metric Value
<b>Overall supply chain planning process group</b>		
Cash-to-cash cycle time in days	83	55.0 days
Customer order cycle time in days	92	7.0 days
Number of FTEs for the supply chain planning function per \$1 billion revenue	40	18.2 FTEs
Perfect order performance	40	94.4%
Supply chain management costs per \$1,000 revenue	61	\$67.00
<b>Manage demand for products and services</b>		
Demand/supply planning costs per \$1,000 revenue	37	\$1.43
Inventory carrying cost as a percentage of average inventory value	32	10.3%

## 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.

<sup>1</sup> As defined by North American Industry Classification System (NAICS)

<sup>2</sup> 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**

APQC is a member-based nonprofit and one of the leading proponents of benchmarking and best practice business research. Working with more than 500 organizations worldwide in all industries, APQC focuses on providing organizations with the information they need to work smarter, faster, and with confidence. Every day we uncover the processes and practices that push organizations from good to great. Visit us at [www.apqc.org](http://www.apqc.org) and learn how you can make best practices your practices.