



**MULTI-COMPANY BENCHMARK ASSESSMENT STUDY**  
*IMA'S Continuous Improvement Center*



- Almost all studies (e.g., Hackett) have focused on benchmarking Finance & Accounting processes for very large (> \$5B in sales) firms
- This study, produced by the Institute of Management Accountants, is the only one to gather sufficient, accurate data on mid-sized firms *and then validate such data*
  - Other organizations such as IOMA, IAPP, TAPN regularly conduct benchmarking surveys, but respondents include or exclude different data
    - Are utilities or other overhead items included?
    - Are electronic transactions included?
  - This, combined with the lack of impartial validations of benchmark numbers yields inconsistent data and therefore useless benchmarks
- This study is one of the few to examine processes in detail



- While the data may seem old, in fact studies have shown that Finance & Accounting benchmarks for mid-sized firms have remained virtually stagnant for the last 20+ years
- This is due to the fact that modern ERP systems have had little impact in improving productivity
  - Most of the cost of Finance & Accounting is in transaction processing
  - Unless a firm has extremely large transaction volumes (for example, processing more than 50,000 invoices per month), it cannot achieve the economies of scale necessary to make automation of transactions cost-effective and therefore reduce processing costs



- Look at costs overall for your Finance & Accounting function
- Look at costs, but most importantly productivity (transactions per FTE) for each process
- Remember: Benchmarks are rough guidelines – your firm may be above or below the benchmarks for valid reasons related to your industry or other factors
- In general, the smaller the firm, the higher the costs for Finance & Accounting as a percentage of revenue, due to the lack of economies of scale
  - Economies of scale do not generally “kick in” until a firm reaches several billion dollars in sales



# **Multi-Company Benchmarking Assessment Study**

**IMA's Continuous Improvement Center**

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## Study Objectives and Scope

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- Conduct a high-quality, multi-company benchmarking study of participating organizations in the Finance and Accounting function
- Apply a consistent methodology with continuous communication
- Collect cost, resource, volume, and descriptive data on a process-by-process basis using standardized definitions of activities and tasks to ensure “apples-to-apples” comparisons
- Identify where you stand relative to CIC’s benchmark database
- Present the results in a review session that enables dialogue and discussion among the organizations with some insights into best practices
- Conduct best practice workshops based on results of the multi-company benchmarking study

# The Scope of this Benchmarking Study Encompasses these Functional Areas

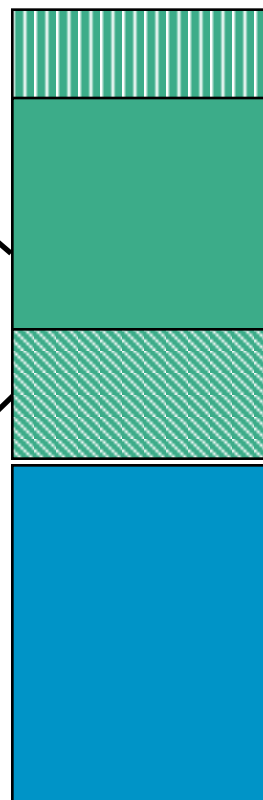


## Control and Risk Management

- Financial Budgeting & Forecasting
- External/Consolidated Reporting
- Internal Audit
- Insurance/Risk Management

## Decision Support

- Cost Accounting
- Financial Analysis & Management Reporting
- Banking/Cash Management
- Tax Planning
- Treasury Management



## Finance Management

- Finance Function Mgt.
- Finance Staff Support

## Transaction Processing

- Accounts Payable
- Travel and Entertainment
- Billing
- Inquiry
- Cash Application
- Credit and Collections
- General and Accounting
- Tax Compliance
- Inventory Accounting
- Fixed Asset Accounting

Primarily U.S. operations only



## Benchmark Participants

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## Over Billion Dollar Revenue

- The Boeing Company
- McDonnell Douglas
- Georgia-Pacific
- Johnson & Johnson
- Monsanto Company
- Whirlpool Corp.
- Consumers Power Co.
- JM Family Enterprises
- Southern California Gas Co.
- Dun & Bradstreet
- Joseph E. Seagrams & Sons
- AMD
- Sntex Corp.
- MichCon Gas

## Under Billion Dollar Revenue

- Homar Development
- BOC Gas
- Dobbs International
- Litton Data Systems
- Reliance Electric
- WSMP, Inc.
- Airco
- ACE Worldwide
- American Management Assn.



## **Revenues**

- Revenues range from \$23 million to more than \$25 billion.

## **Employees**

- Company employees range from 229 to over 126,000.

## **Revenue per Employee**

- Revenue per employee ranges from \$40,000 to \$1,738,000.

# Participants Represent a Cross-Section of Manufacturing and Service Organizations



## Manufacturing

- Basic & Agricultural Chemicals
- Beverages
- Defense/Aerospace
- Electric/Special Equipment
- Forest Products
- Pharmaceuticals & Health Care
- Semi-Conductors

## Services

- Airline Catering
- Automobile Distributor
- Business Information Services
- Real Estate Development
- Restaurants/Institutional Foods
- Transportation
- Industrial Gases
- Natural Gas Utility
- Management Education



## CIC'S Historical Database

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# The Historical CIC Database Represents a Cross-Section of Major Manufacturing and Service Companies



## Manufacturing

- Farm & Transp. Equipment
- Printing & Publishing
- Petroleum & Chemicals
- Pharmaceuticals
- Paper

## Services

- Telecommunications
- Transportation
- Wholesaling



## **Revenues**

- Revenues range from \$2 billion to more than \$18 billion.

## **Employees**

- Company employees range from 3,000 to over 74,000.

## **Revenue per Employee**

- Revenue per employee ranges from \$72,000 to \$1.1 million.



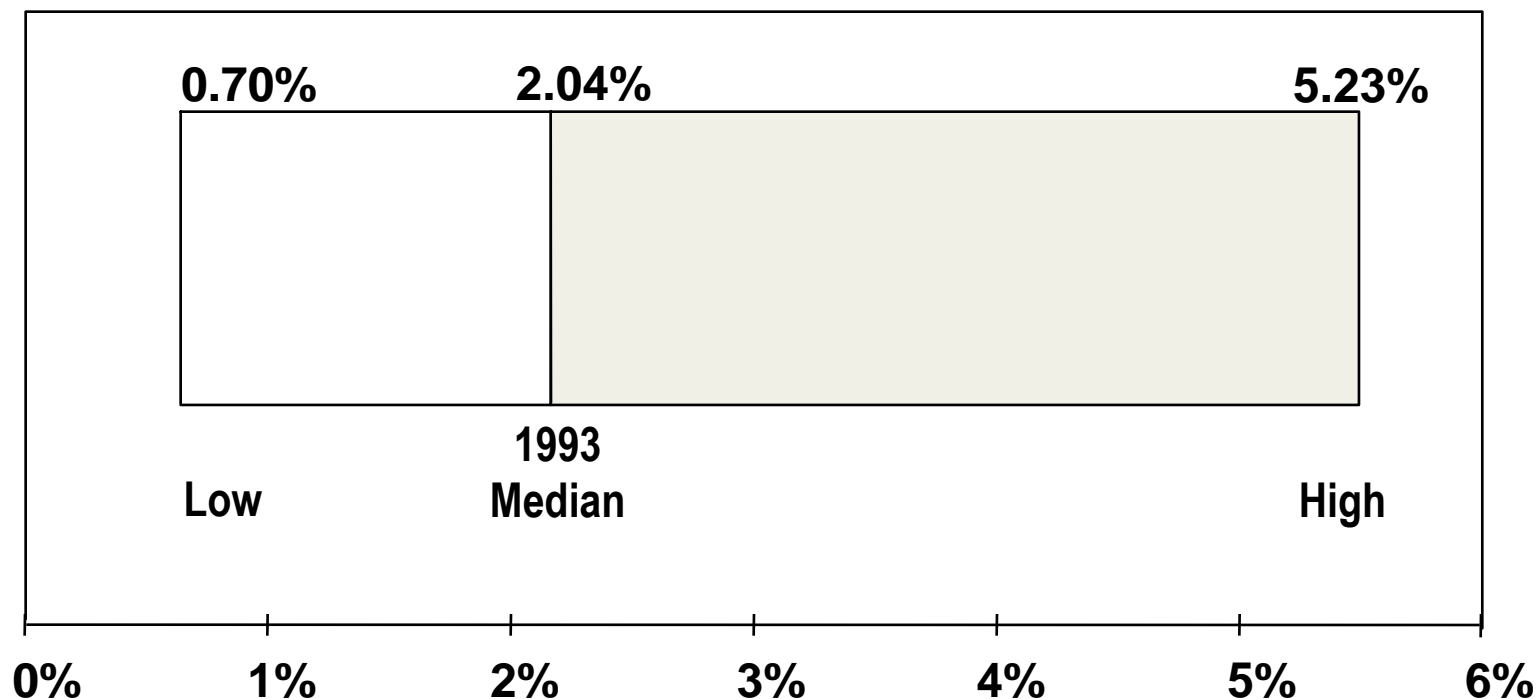
## Summary Results of Benchmarking Studies

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## All Participants

### Finance Cost as a Percent of Revenue\*

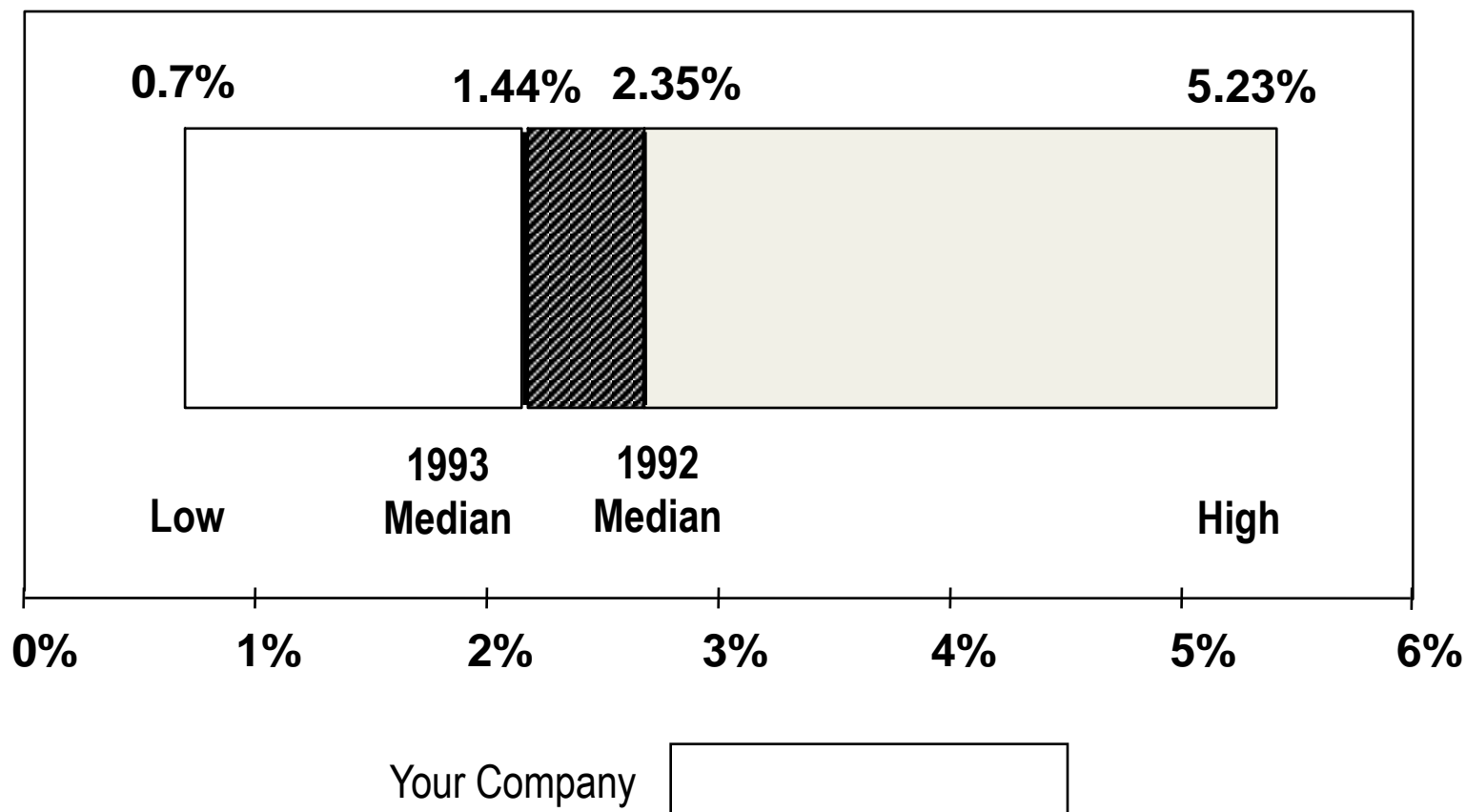


\*Note: Primarily U.S. revenue and U.S. cost



## Over Billion Dollar Revenue Participants

### Finance Cost as a Percent of Revenue\*

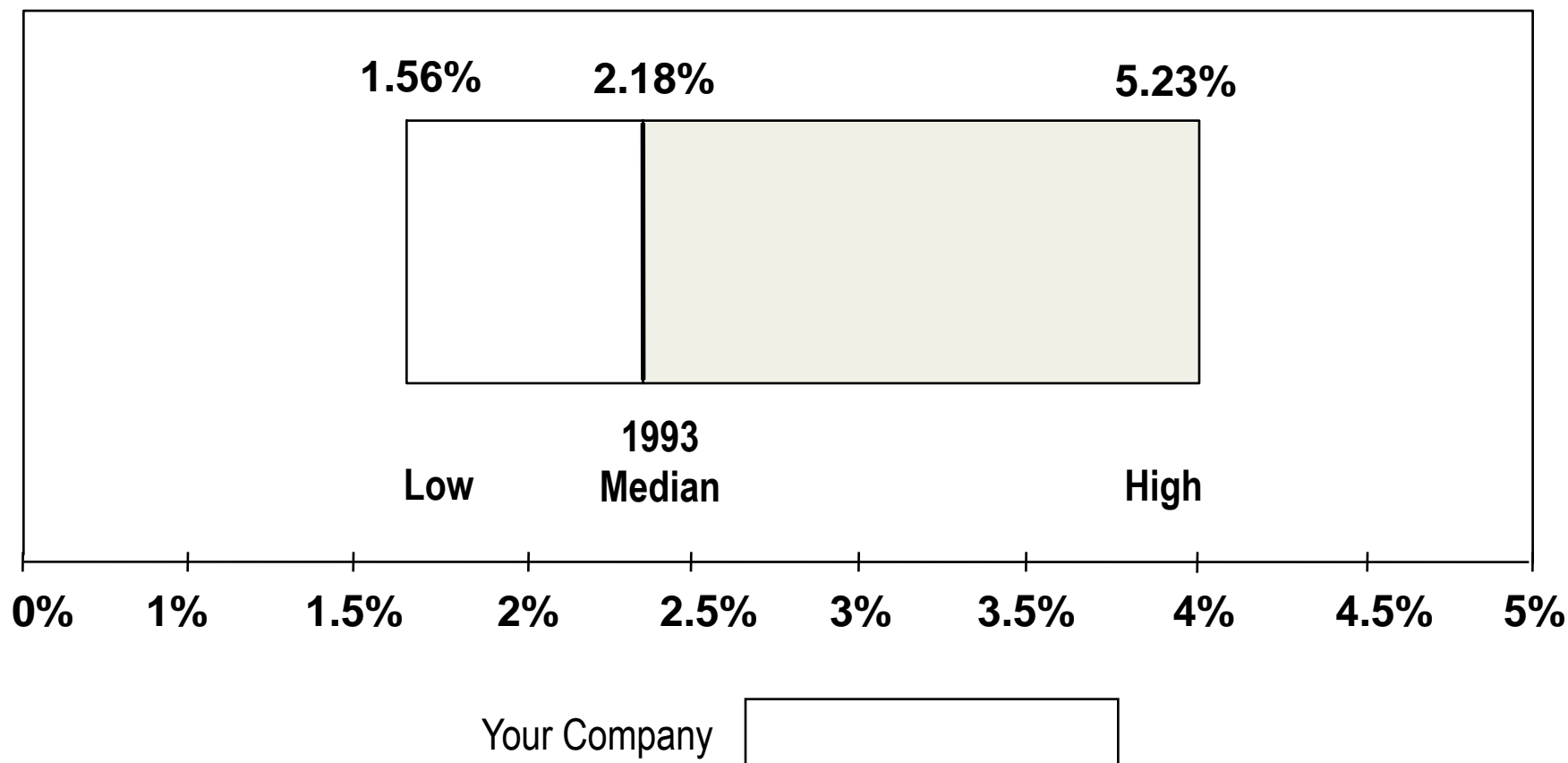


\*Note: Primarily U.S. revenue and U.S. cost



## Under Billion Dollar Revenue Participants

Finance Cost as a Percent of Revenue\*



# A tremendous range of performance exists in all elements of Finance cost



## All Participants

### Total Finance Benchmark Results

### Cost as a Percent of Revenue

Personnel		Systems	Other	Total	Lowest Value
Lowest Value	.425%	.099%	.101%	.731%	
First Quartile	.846%	.134%	.241%	.261%	First Quartile
Second Quartile	1.341%	.219%	.375%	2.036%	Second Quartile
Third Quartile	1.622%	.458%	.521%	2.647%	Third Quartile
Fourth Quartile	3.361%	1.084%	.982%	5.229%	Fourth Quartile

## Total Finance Benchmark Results

	Personnel	Systems	Other	Total	
Lowest Value	.425%	.099%	.138%	.731%	Lowest Value
First Quartile	.804%	.131%	.240%	1.091%	First Quartile
Second Quartile	.852%	.146%	.384%	1.444%	Second Quartile
Third Quartile	1.361%	.290%	.535%	2.109%	Third Quartile
Fourth Quartile	3.361%	.885%	.982%	5.229%	Fourth Quartile
Company	%	%	%	%	

### Improvement Potential at

# A tremendous range of performance exists in all elements of Finance cost



## Under Billion Dollar Revenue Participants

### Total Finance Benchmark Results

### Cost as a Percent of Revenue

	Personnel	Systems	Other	Total	
Lowest Value	1.009%	.131%	.101%	1.568%	Lowest Value
First Quartile	1.481%	.241%	.246%	2.041%	First Quartile
Second Quartile	1.541%	.417%	.364%	2.177%	Second Quartile
Third Quartile	1.683%	.473%	.477%	2.724%	Third Quartile
Fourth Quartile	2.646%	1.084%	.831%	3.951%	Fourth Quartile
Your Company	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	
				<input type="text"/> %	
				<input type="text"/> %	
				<input type="text"/> \$	

Improvement Potential at



## All Participants

### Total Finance Benchmark Results

Finance Headcount per Billion of Revenue		Finance Headcount as a Percent of Total Headcount	
Lowest Value	75.7	1.6%	Lowest Value
First Quartile	167.6	2.9%	First Quartile
Second Quartile	209.9	4.8%	Second Quartile
Third Quartile	317.9	7.53%	Third Quartile
Fourth Quartile	713.8	25.7%	Fourth Quartile



## Over Billion Dollar Revenue Participants

### Total Finance Benchmark Results

Finance Headcount per Billion of Revenue		Finance Headcount as a Percent of Total Headcount	
Lowest Value	75.7	1.6%	Lowest Value
First Quartile	147.7	3.1%	First Quartile
Second Quartile	178.5	4.4%	Second Quartile
Third Quartile	209.9	5.4%	Third Quartile
Fourth Quartile	605.9	25.7%	Fourth Quartile
Your company			%



## Under Billion Dollar Revenue Participants

### Total Finance Benchmark Results

Finance Headcount  
per Billion of  
Revenue

Lowest  
Value 20.5

First  
Quartile 29.3

Second  
Quartile 32.0

Third  
Quartile 48.7

Fourth  
Quartile 71.3

Your company

Finance Headcount  
as a Percent of  
Total Headcount

1.8% Lowest  
Value

2.9% First  
Quartile

4.8% Second  
Quartile

7.7% Third  
Quartile

17.0% Fourth  
Quartile

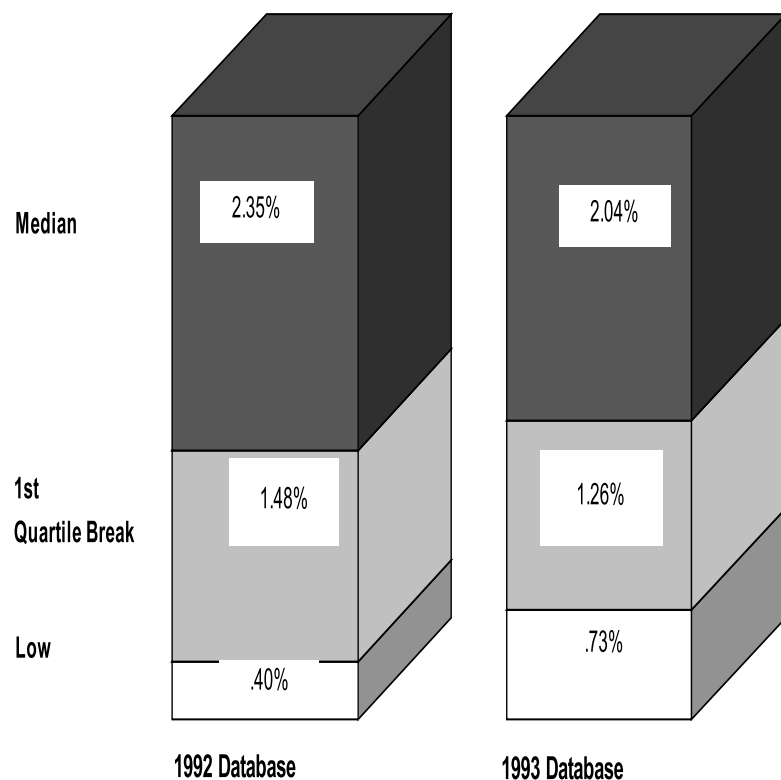
%

# Benchmark Results Suggest that Finance Has Made Progress in Recent Years

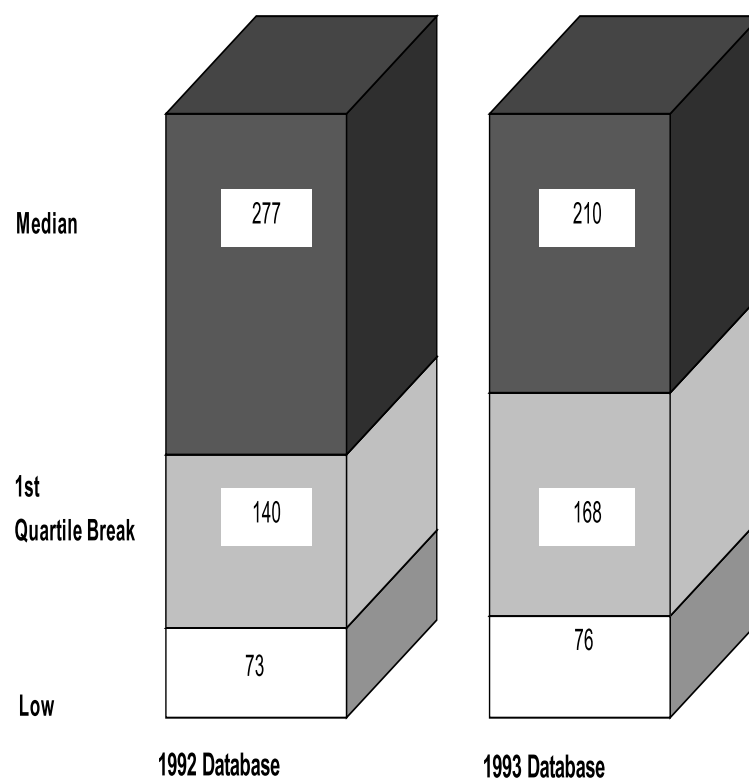


## All Participants

### Total Finance Cost as a Percent of Revenue



### Headcount per Billion of Revenue

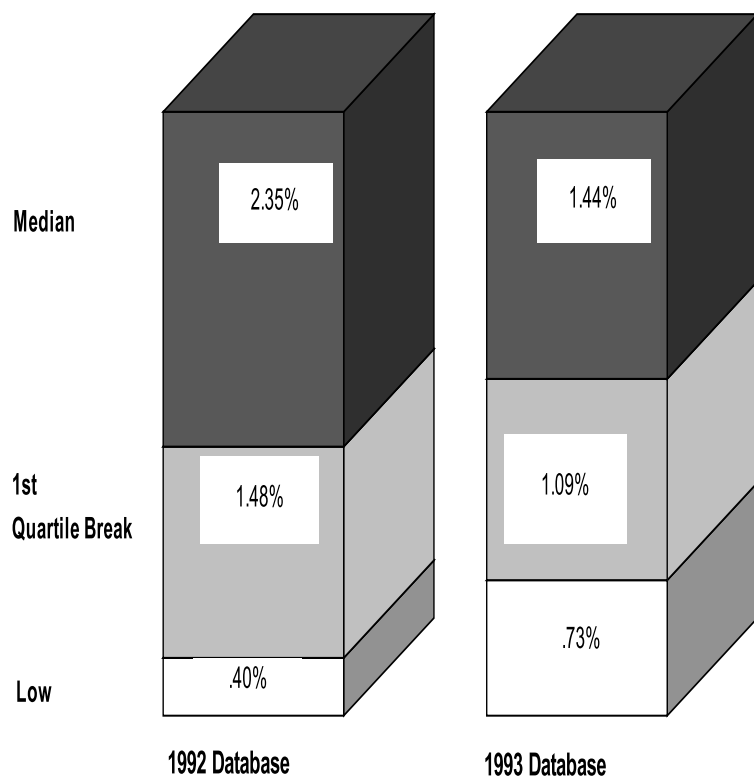


# Benchmark Results Suggest that Finance Has Made Progress in Recent Years

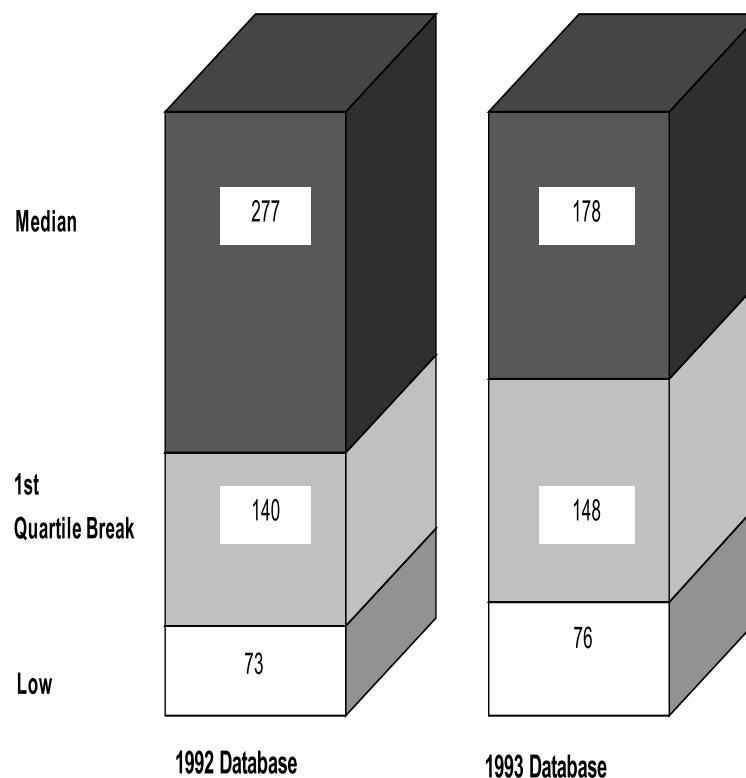


## Over Billion Dollar Revenue Participants

### Total Finance Cost as a Percent of Revenue



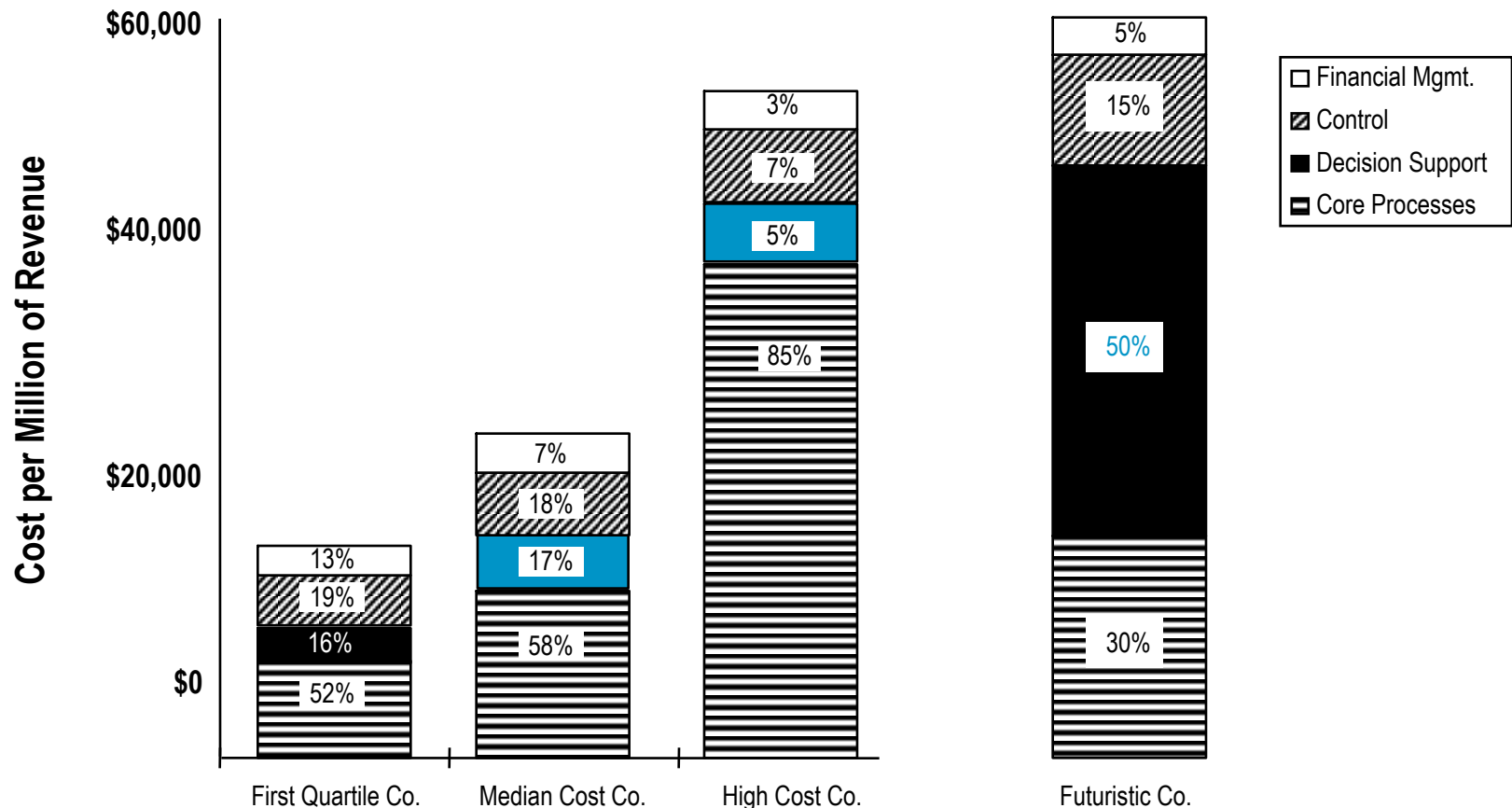
### Headcount per Billion of Revenue



# Companies in CIC'S Benchmarking Studies are a Long Way from the Visionary Finance Structure



## All Participants

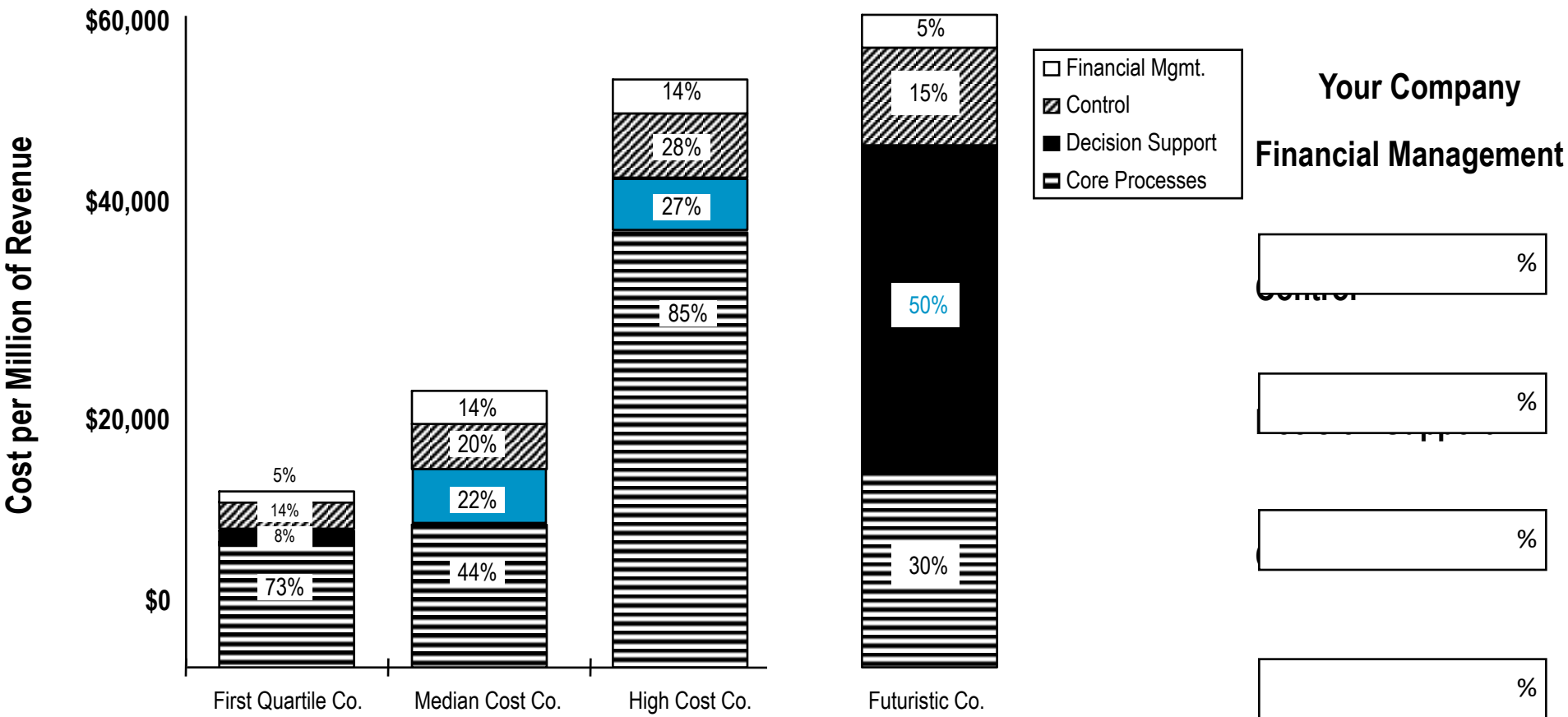


*The visionary, value-adding structure is a challenge for all*

# Companies in CIC'S Benchmarking Studies are a Long Way from the Visionary Finance Structure



## Over Billion Dollar Revenue Participants

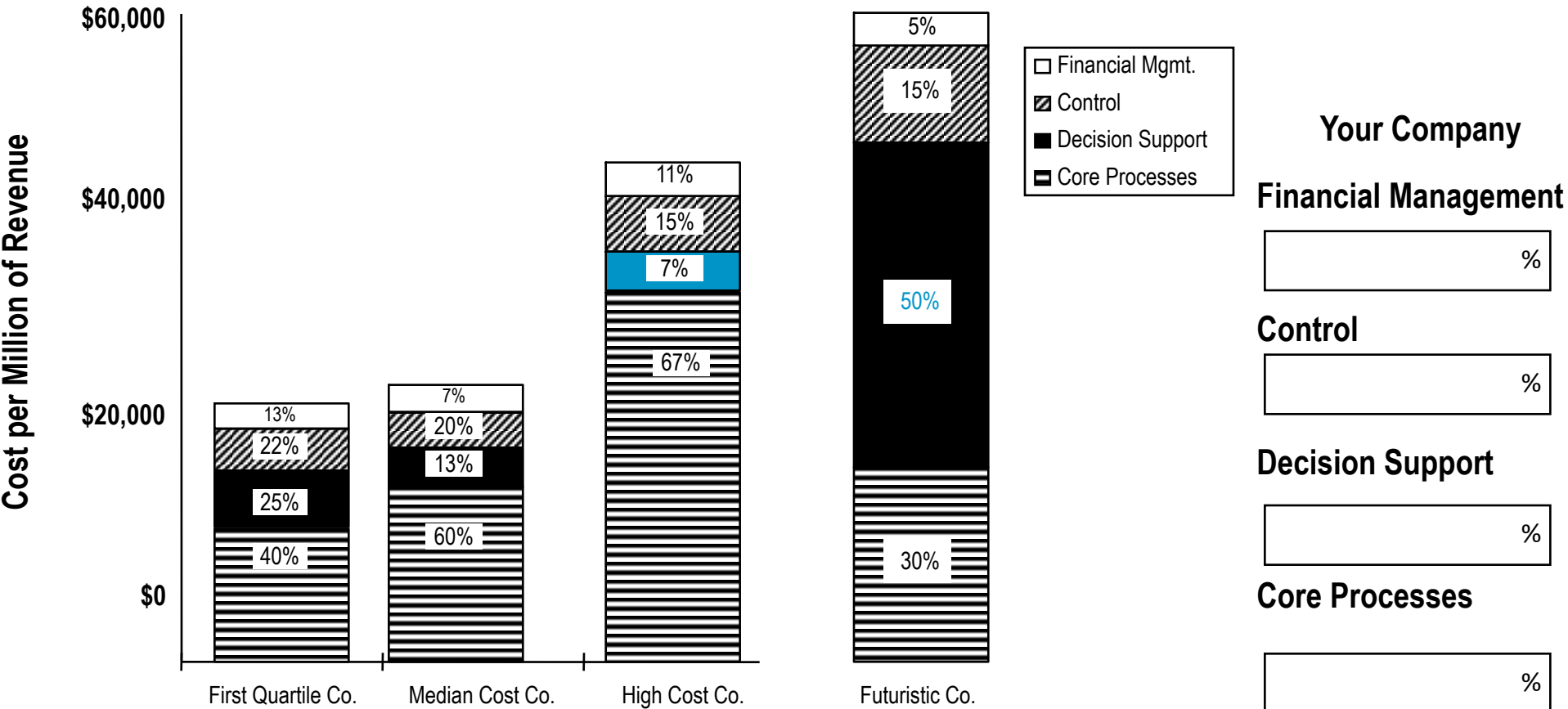


*The visionary, value-adding structure is a challenge for all*

# Companies in CIC'S Benchmarking Studies are a Long Way from the Visionary Finance Structure



## Under Billion Dollar Revenue Participants



*The visionary, value-adding structure is a challenge for all*



# Analyzing the Results of Major Processes

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• Credit & Collections	71
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## All Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	5.2	.019%	.007%	.003%	.039%
First Quartile	16	.065%	.016%	.010%	.105%
Second Quartile	22	.109%	.024%	.024%	.165%
Third Quartile	45.2	.168%	.047%	.032%	.253%
Fourth Quartile	116	.307%	.171%	.073%	.463%



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	5.2	.019%	.007%	.003%	.039%
First Quartile	10.2	.037%	.013%	.007%	.055%
Second Quartile	17.5	.070%	.018%	.022%	.118%
Third Quartile	21.8	.105%	.025%	.025%	.161%
Fourth Quartile	41.2	.187%	.056%	.036%	.238%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

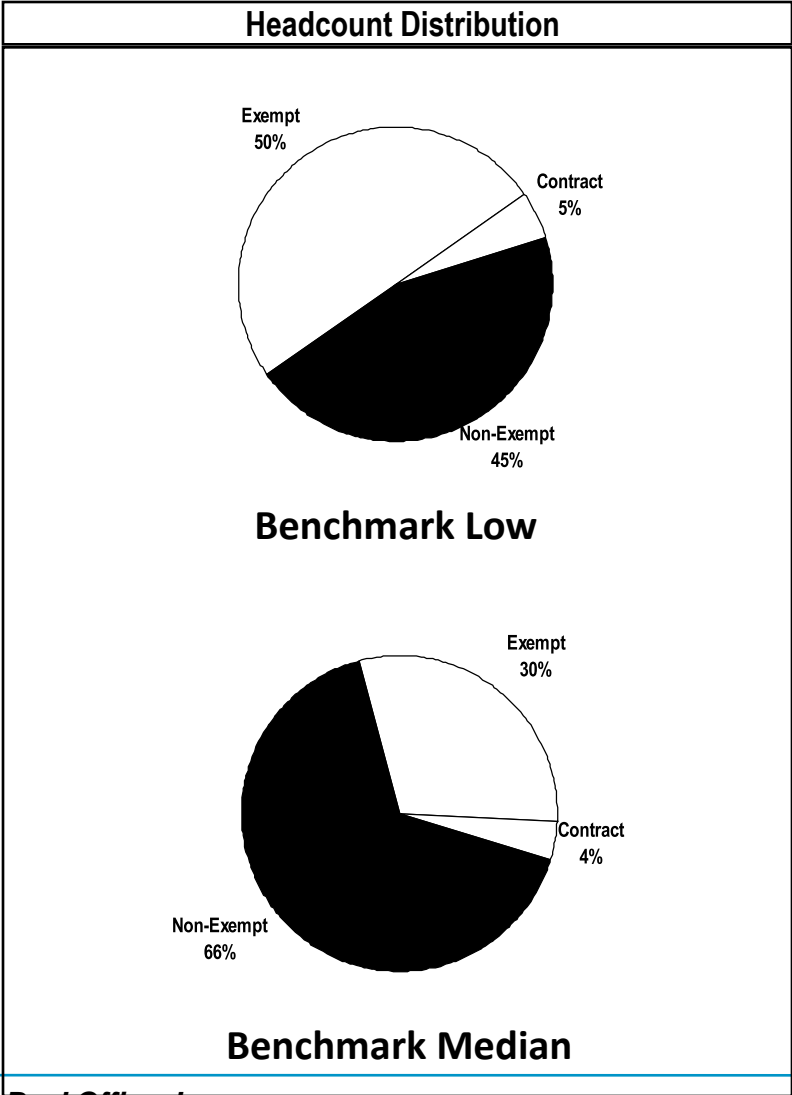
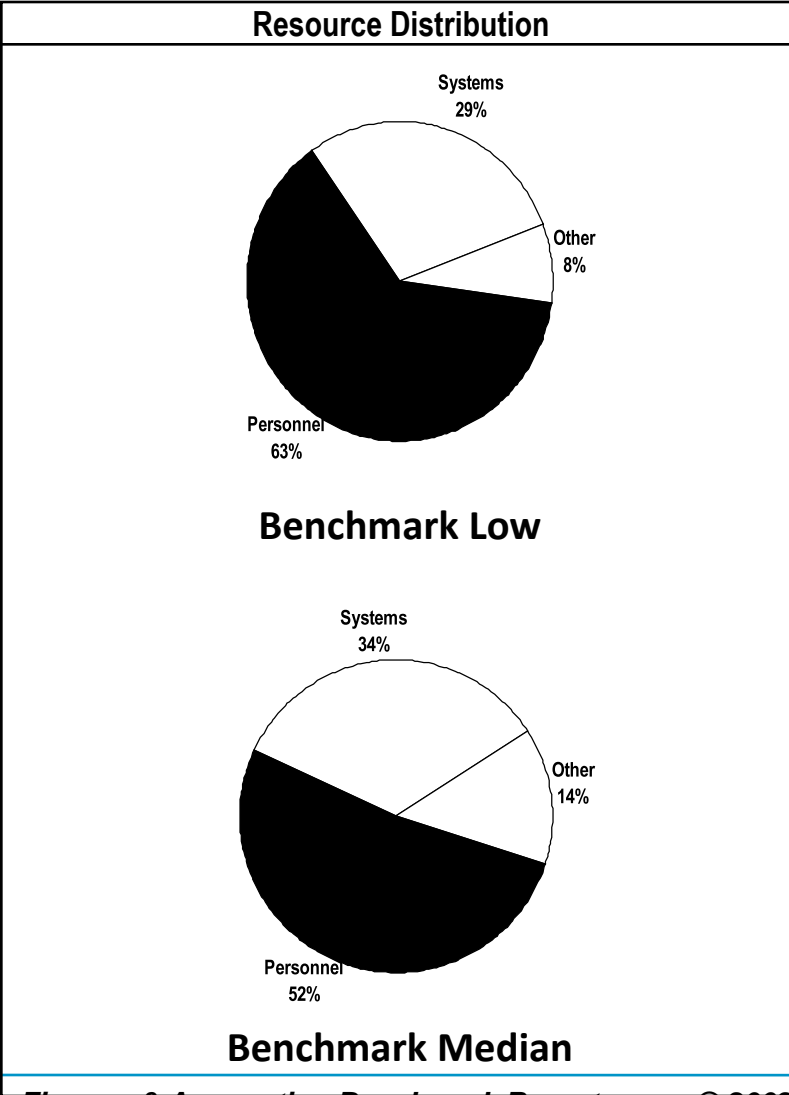


## Under Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	2.2	.083%	.016%	.0029%	.157%	Lowest Value
First Quartile	4.4	.145%	.034%	.021%	.197%	First Quartile
Second Quartile	4.7	.190%	.058%	.031%	.285%	Second Quartile
Third Quartile	9.6	.252%	.071%	.044%	.343%	Third Quartile
Fourth Quartile	11.6	.307%	.171%	.073%	.463%	Fourth Quartile
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Improvement Potential					<input type="text"/>	
at First Quartile Break					<input type="text"/>	
Finance & Accounting Benchmark Report					© 2002-2020, by Buck Office, Inc.	



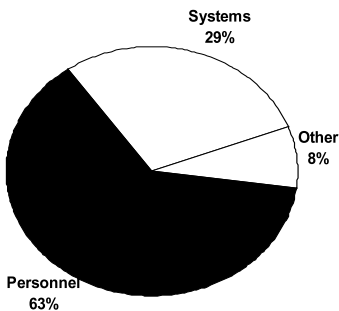
All Participants



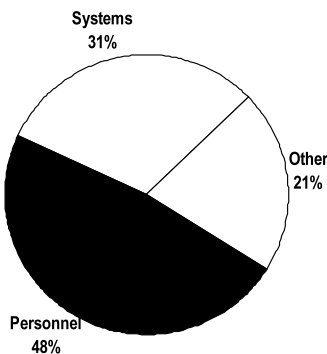


Over Billion Dollar Revenue Participants

Resource Distribution

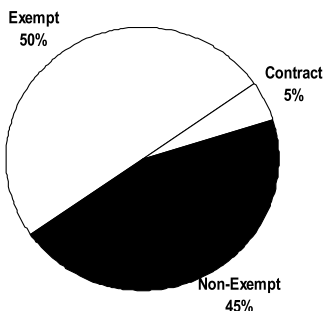


Benchmark Low

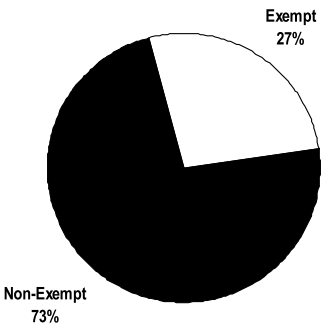


Benchmark Median

Headcount Distribution



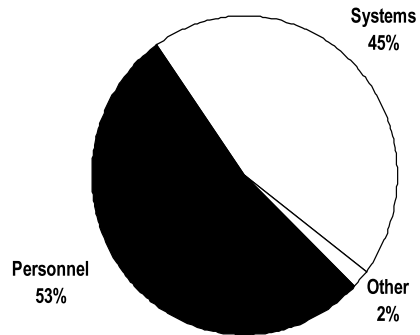
Benchmark Low



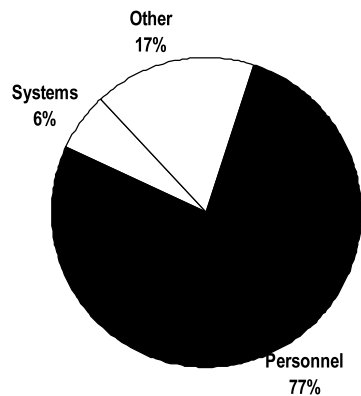
Benchmark Median

## Under Billion Dollar Revenue Participants

Resource Distribution

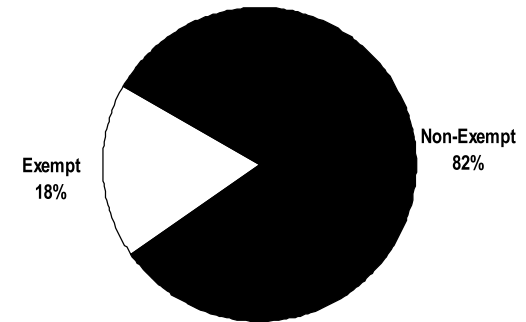


Benchmark Low

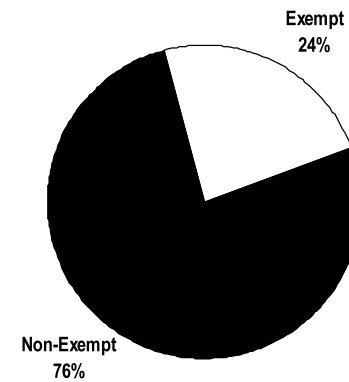


Benchmark Median

Headcount Distribution



Benchmark Low

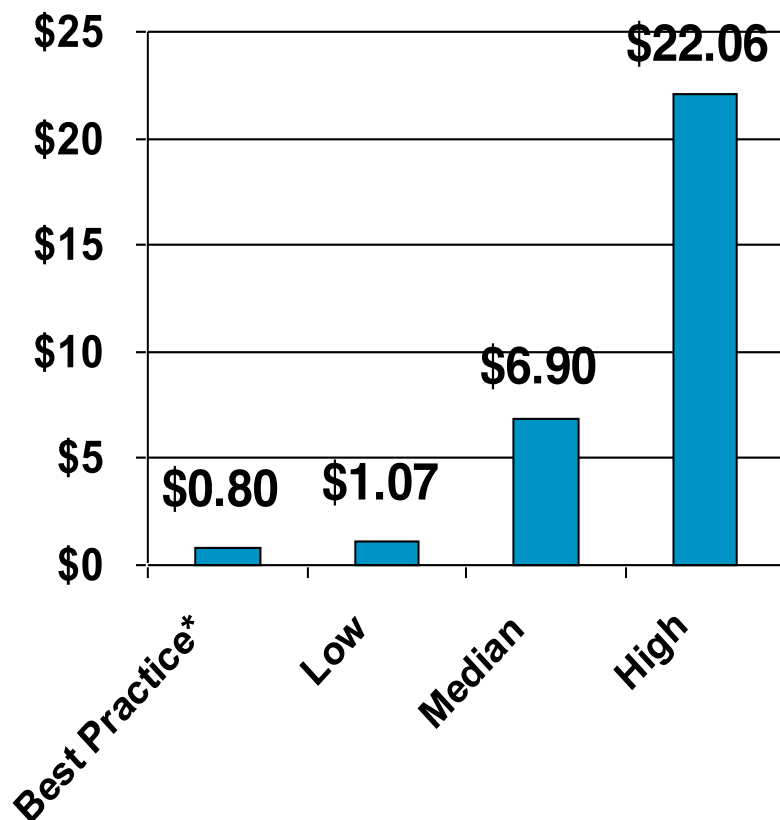


Benchmark Median

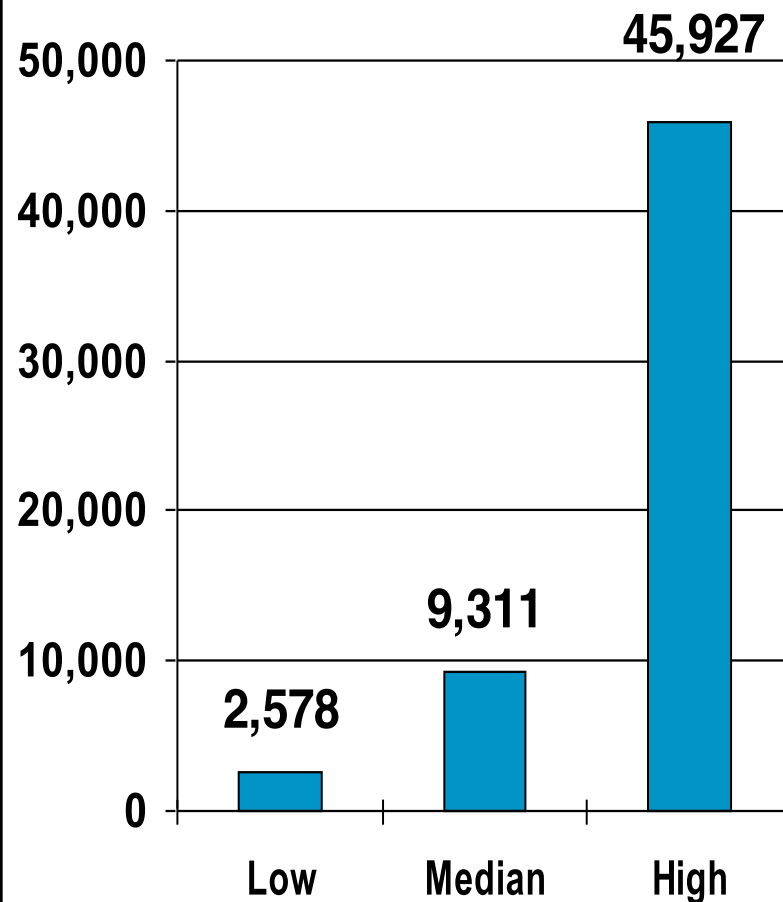


## All Participants

Unit Cost per Invoice Processed

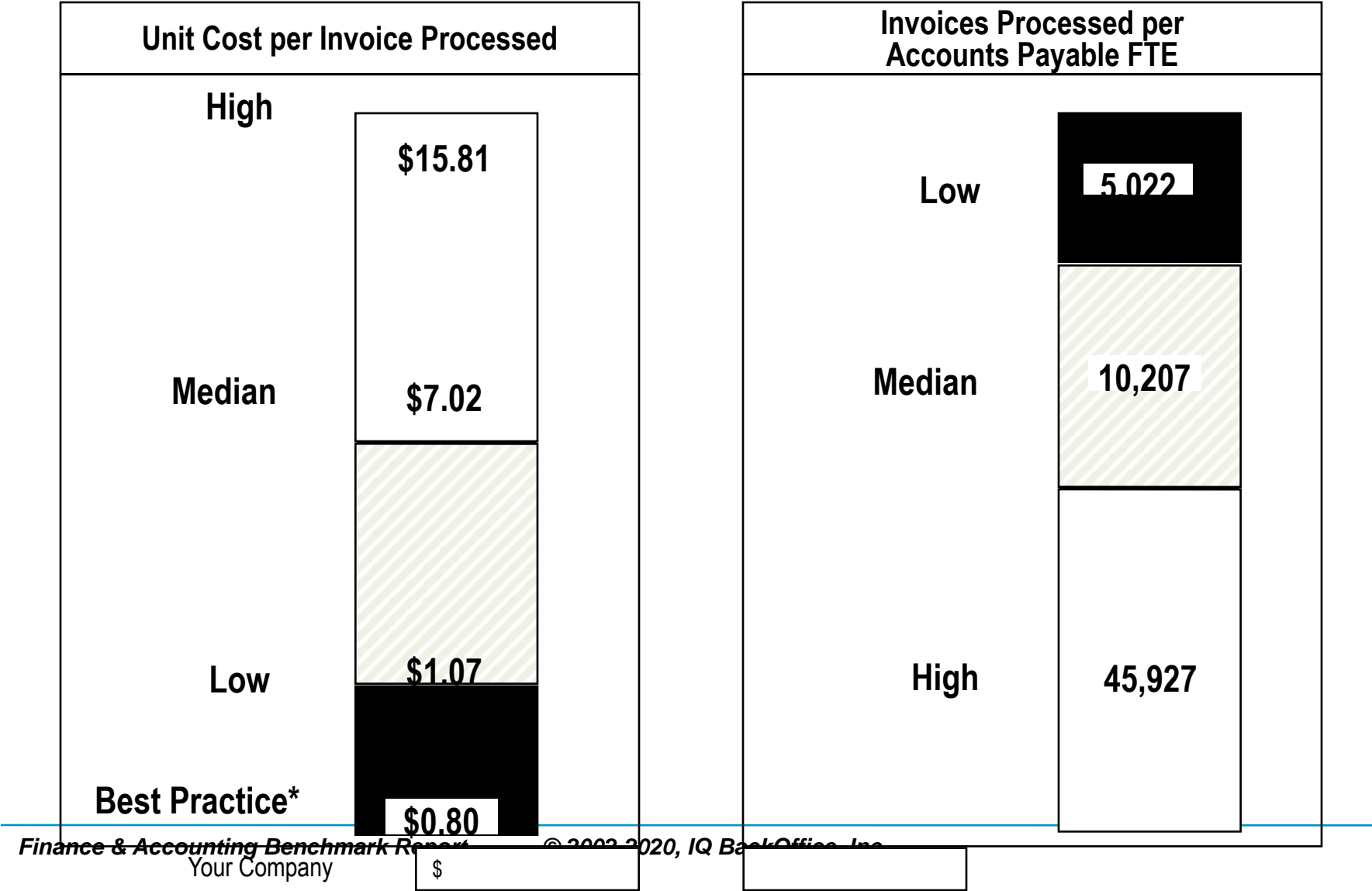


Invoices Processed per Accounts Payable FTE



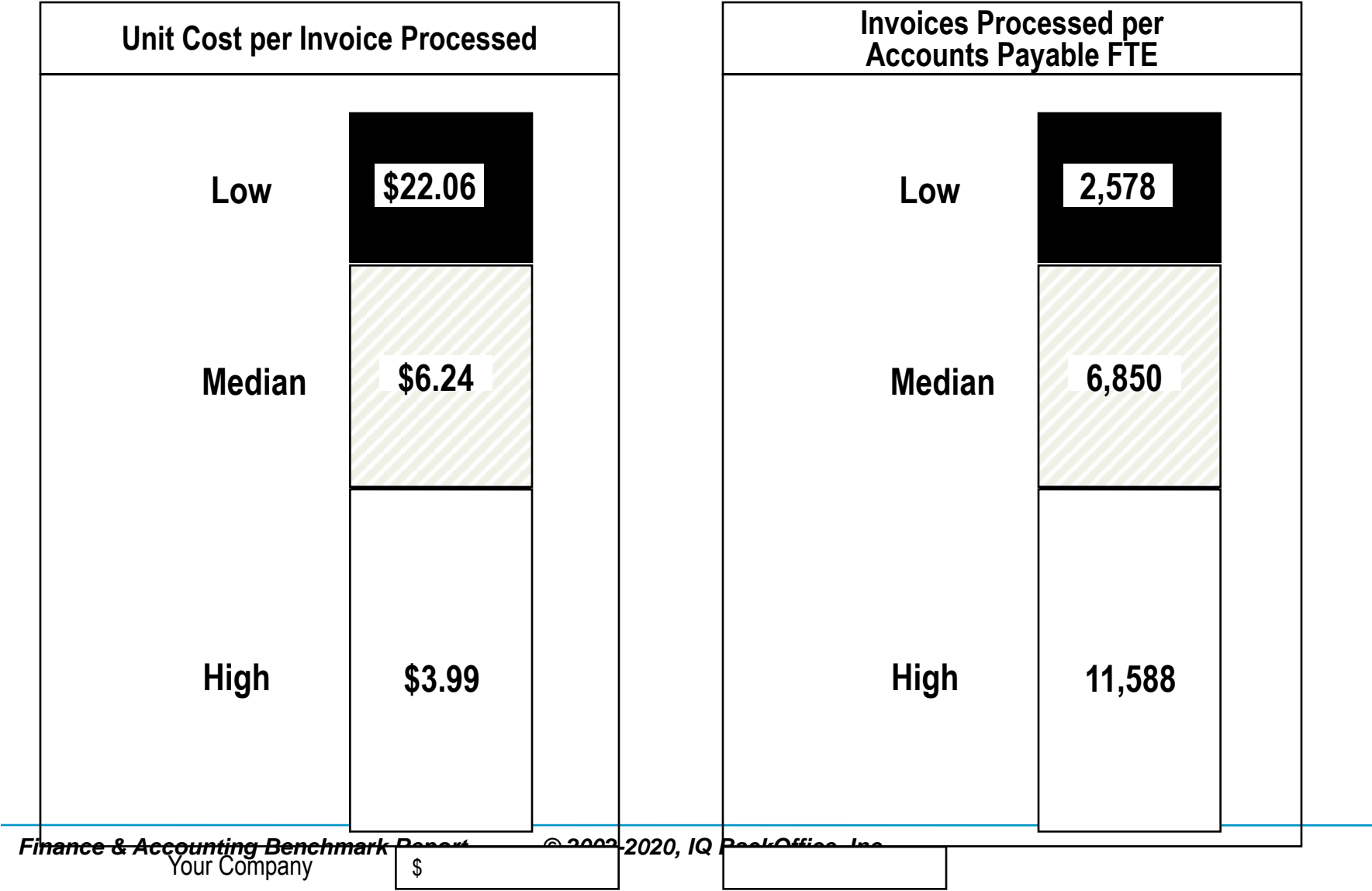


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants



## All Participants

### Headcount and Cost

Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	3.7	.018%	.007%	.003%	.034%
First Quartile	10.6	.057%	.021%	.008%	.105%
Second Quartile	16.5	.086%	.030%	.018%	.152%
Third Quartile	31.4	.166%	.050%	.036%	.236%
Fourth Quartile	104.4	.259%	.126%	.063%	.388%



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	3.7	.018%	.007%	.004%	.034%
First Quartile	9.9	.054%	.022%	.009%	.105%
Second Quartile	13.4	.083%	.028%	.018%	.141%
Third Quartile	21.4	.100%	.044%	.032%	.157%
Fourth Quartile	36.3	.183%	.076%	.063%	.332%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

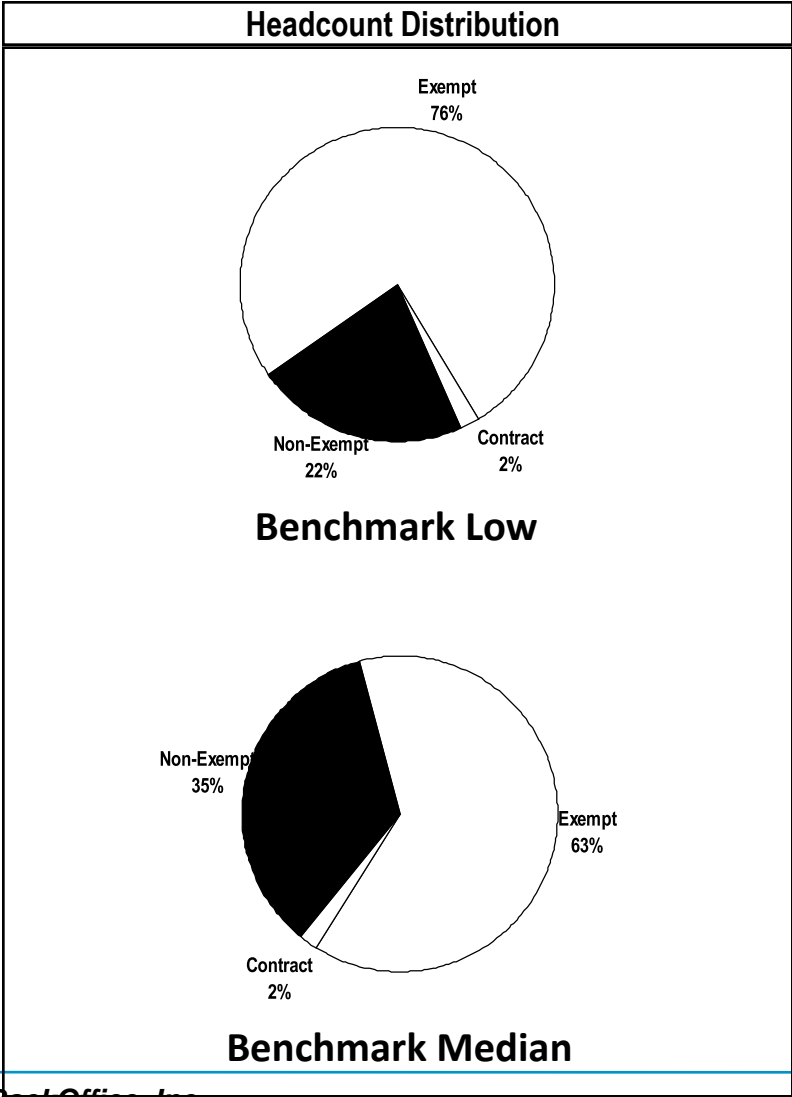
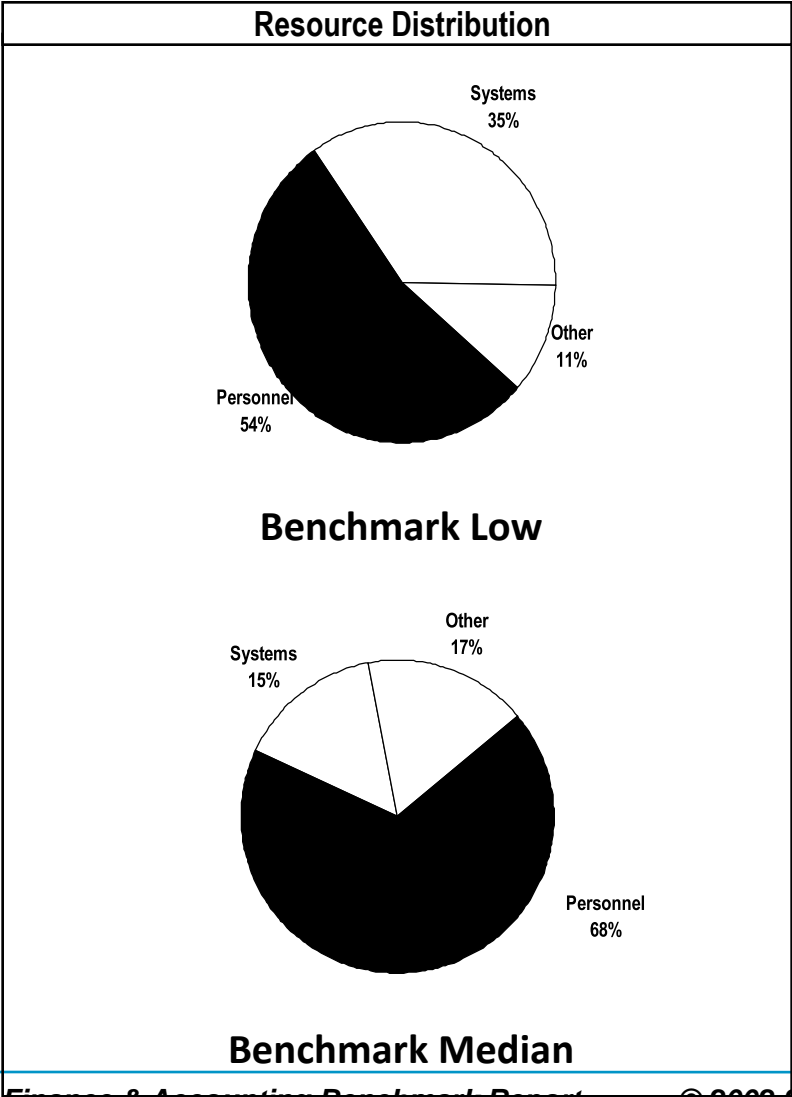


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.5	.031%	.010%	.003%	.044%
First Quartile	1.4	.068%	.021%	.007%	.161%
Second Quartile	3.4	.175%	.037%	.017%	.243%
Third Quartile	4.1	.257%	.086%	.038%	.315%
Fourth Quartile	10.4	.259%	.126%	.047%	.388%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>



All Participants

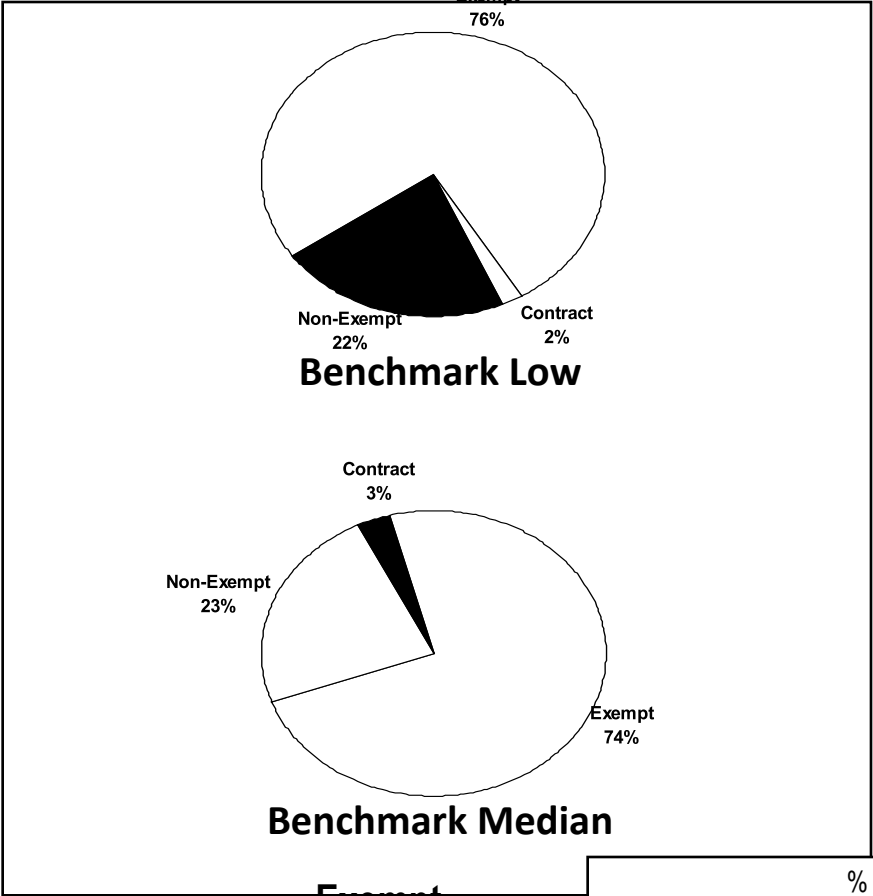
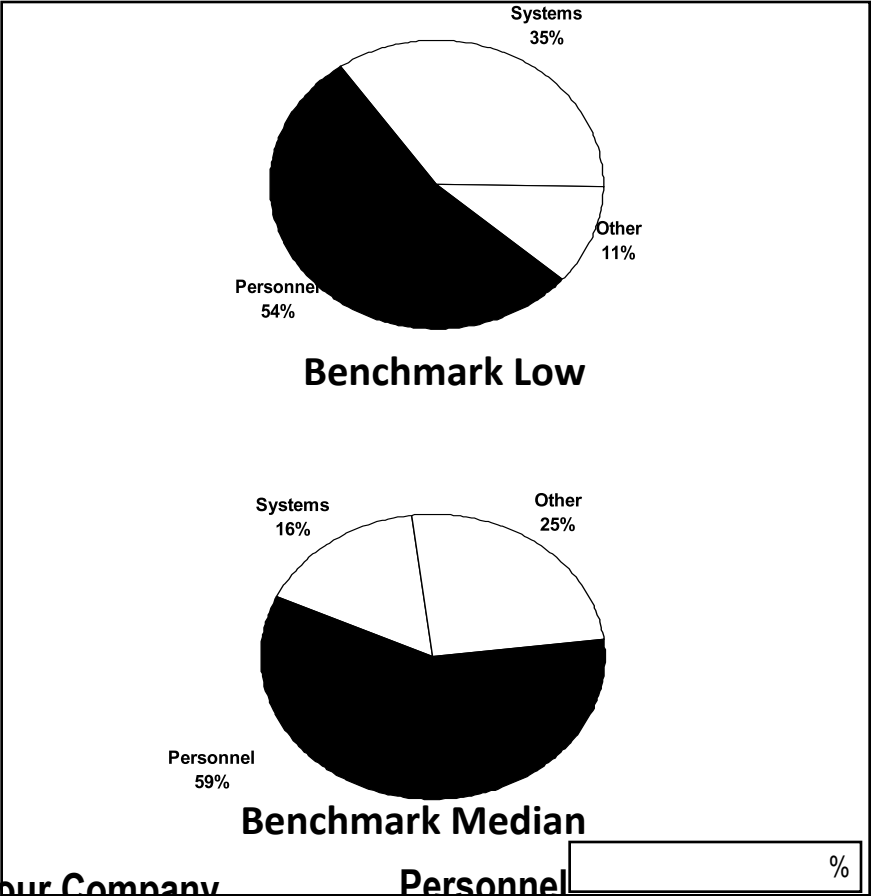




Over Billion Dollar Revenue Participants

Resource Distribution

Headcount Distribution



Your Company

Personnel

Systems

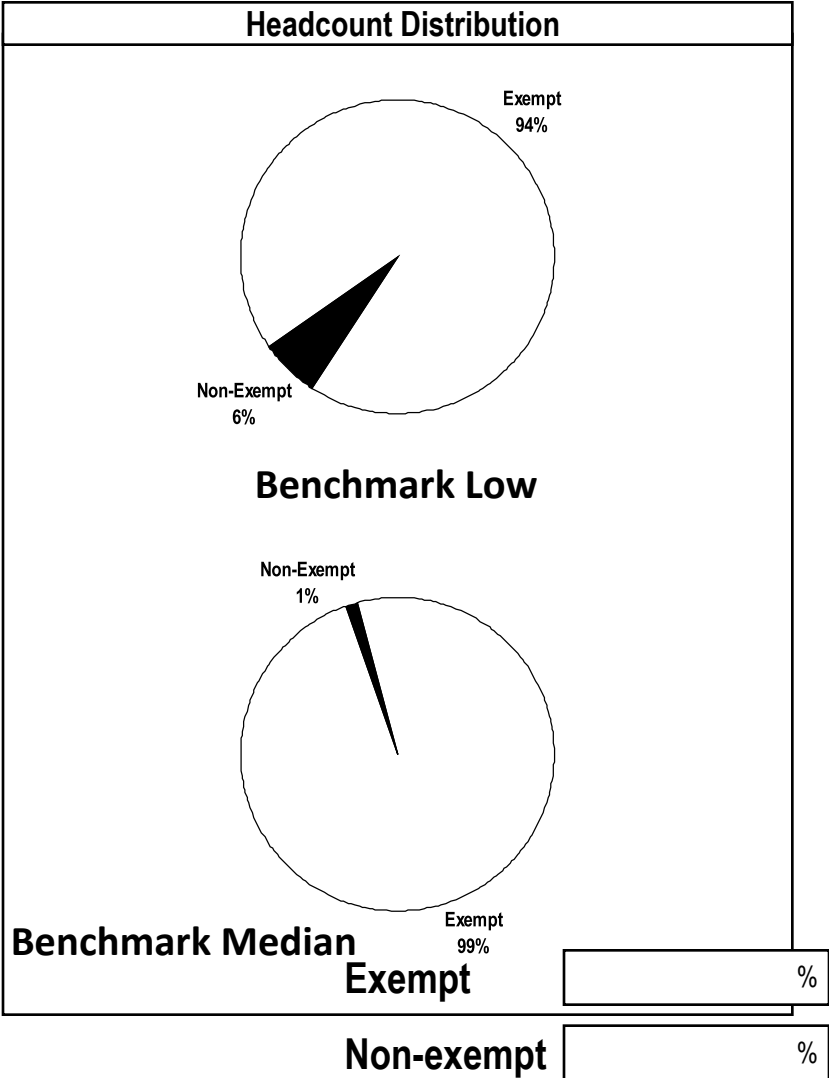
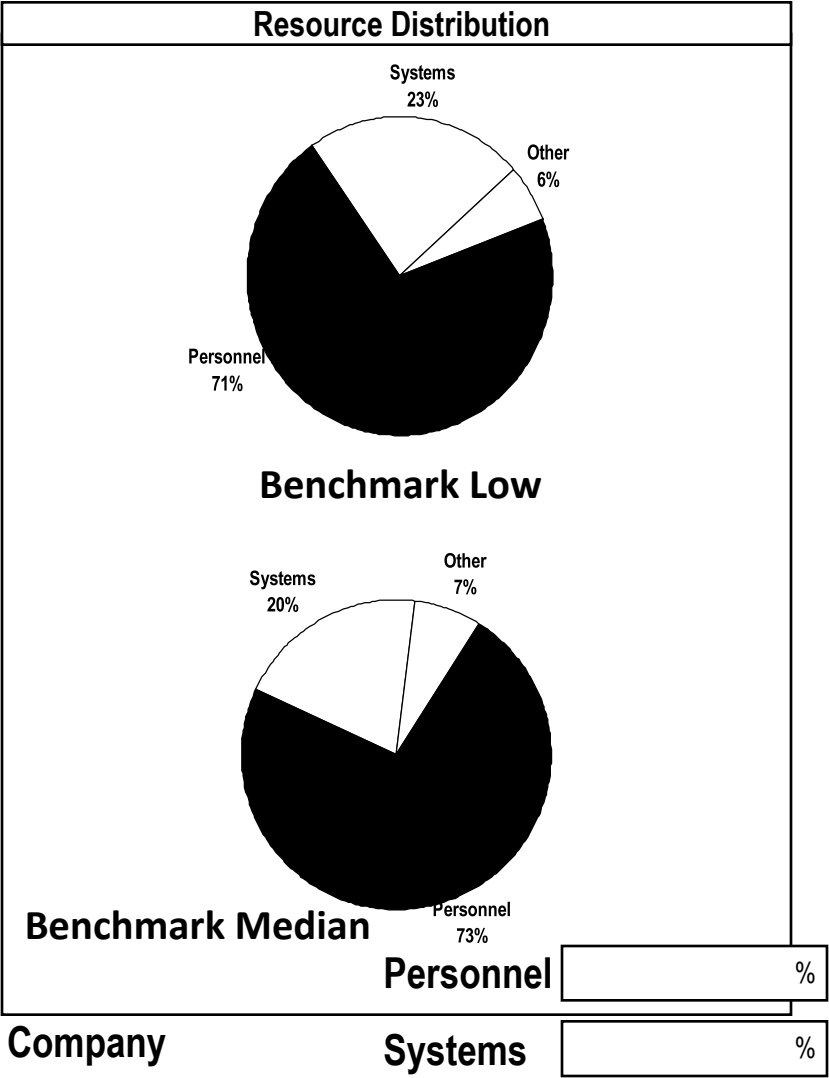
Other

Exempt

Non-exempt  
Contract



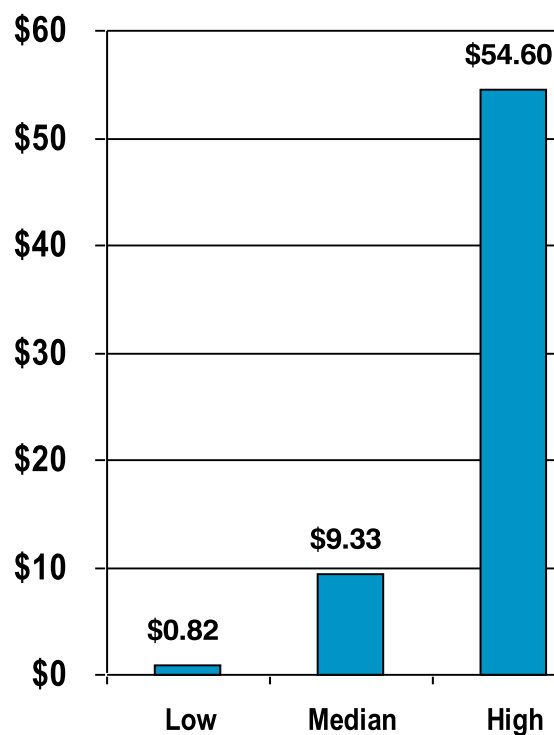
Under Billion Dollar Revenue Participants



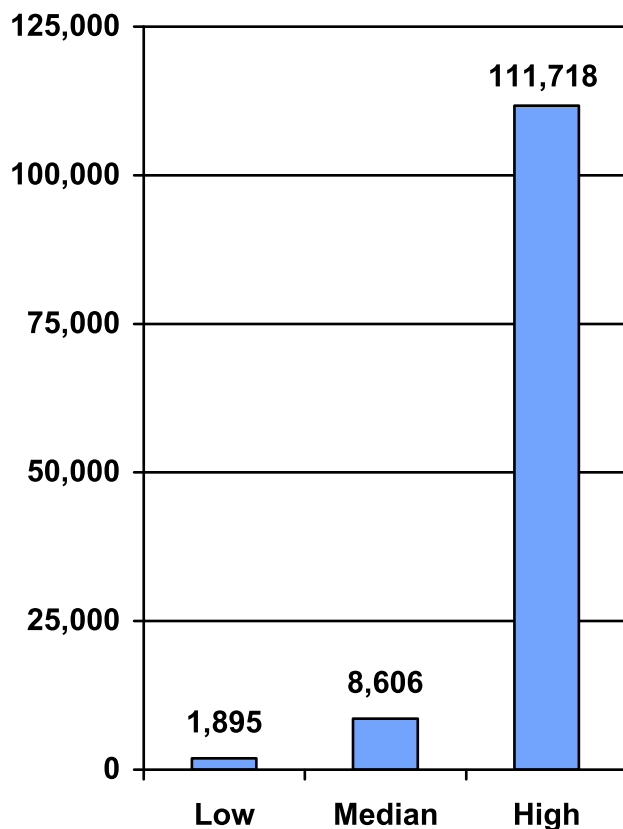


## All Participants

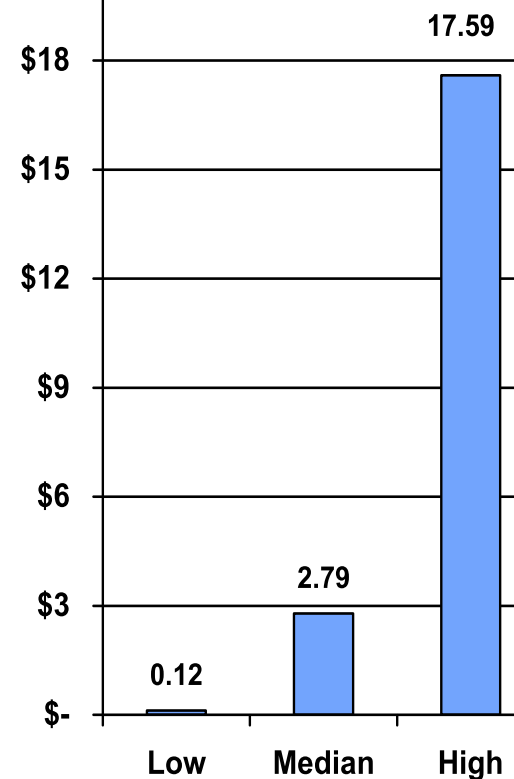
Unit Cost per Manual Journal Entry



Manual Journal Entry Processed per General Accounting FTE

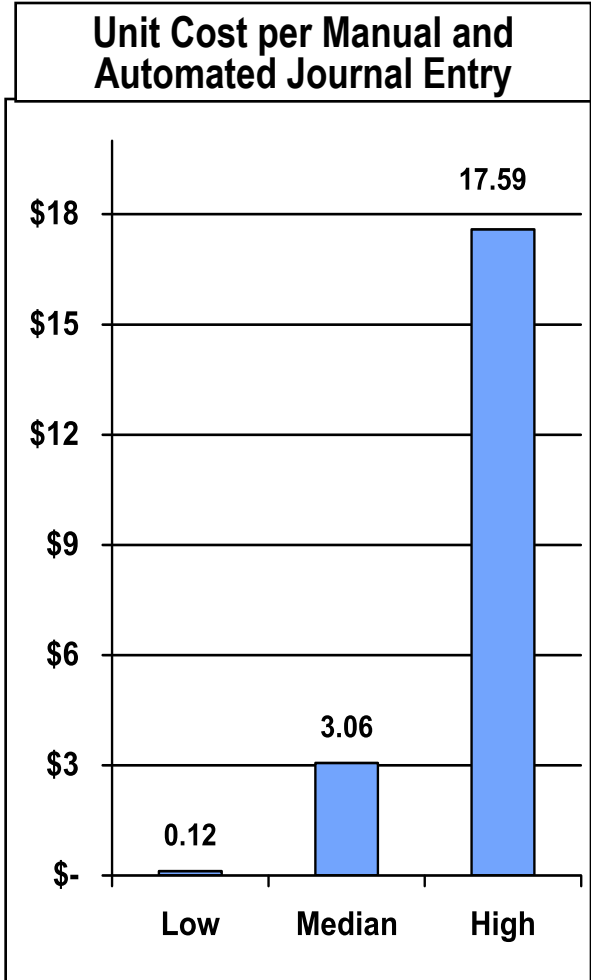
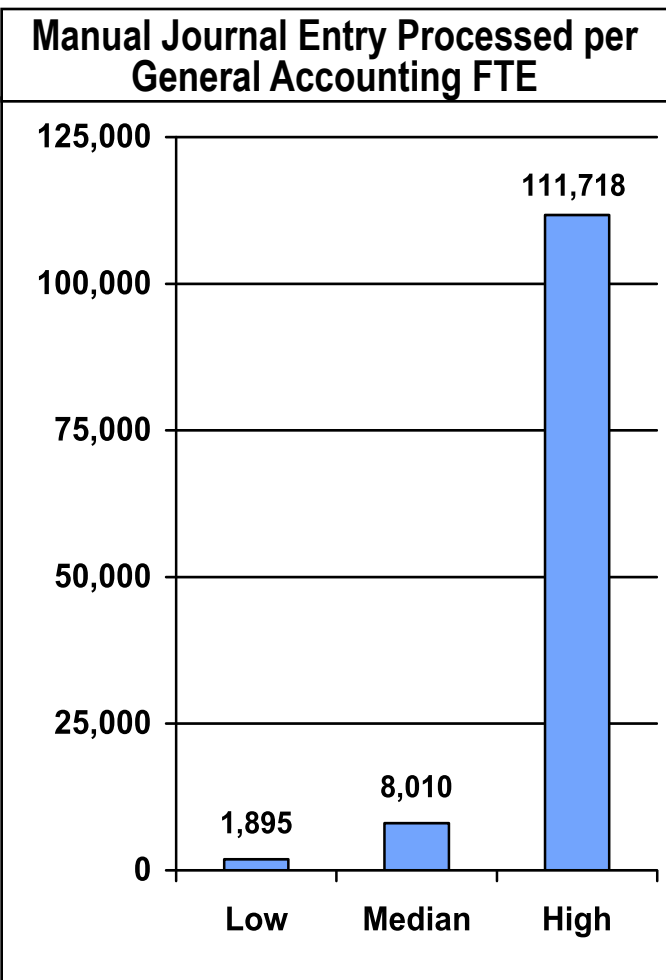
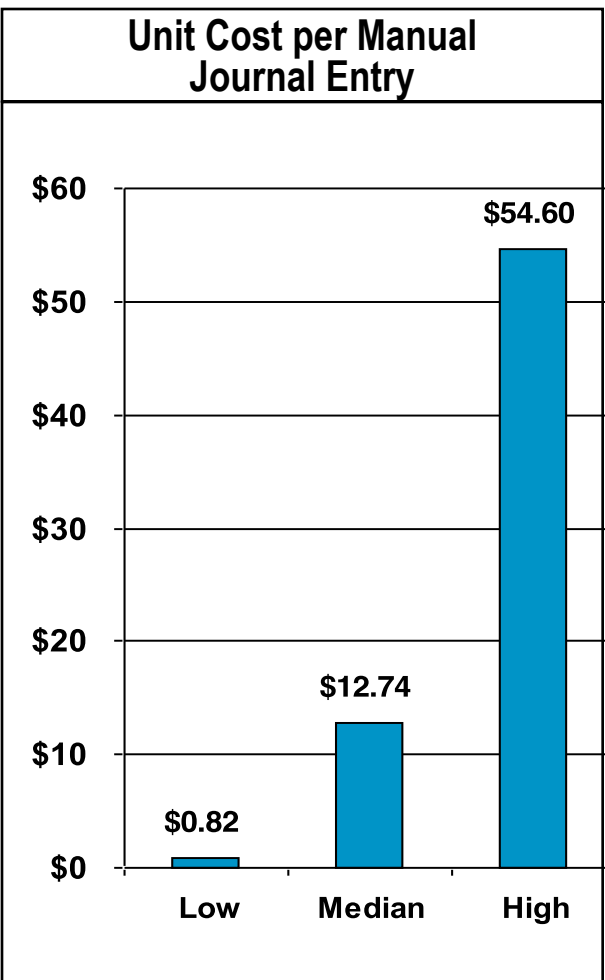


Unit Cost per Manual and Automated Journal Entry





## Over Billion Dollar Revenue Participants



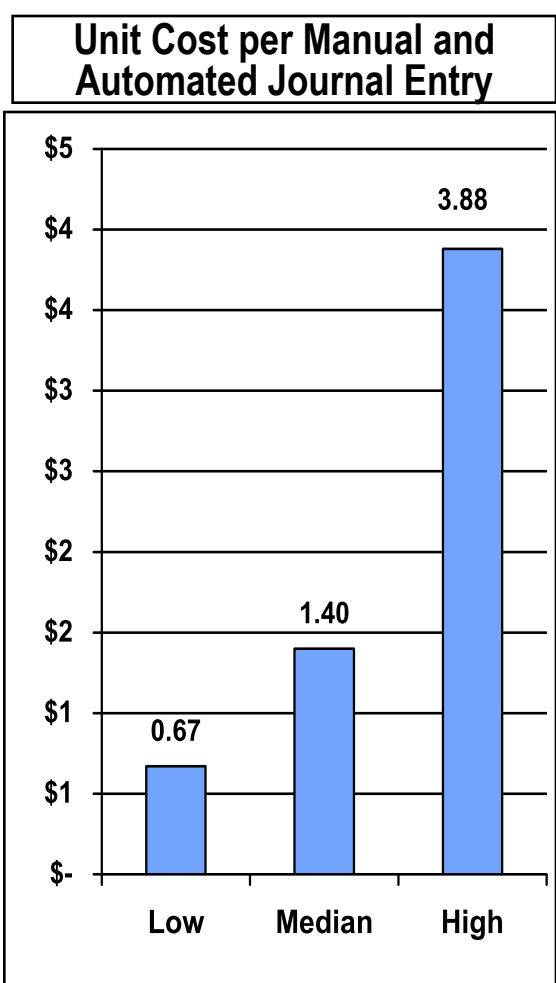
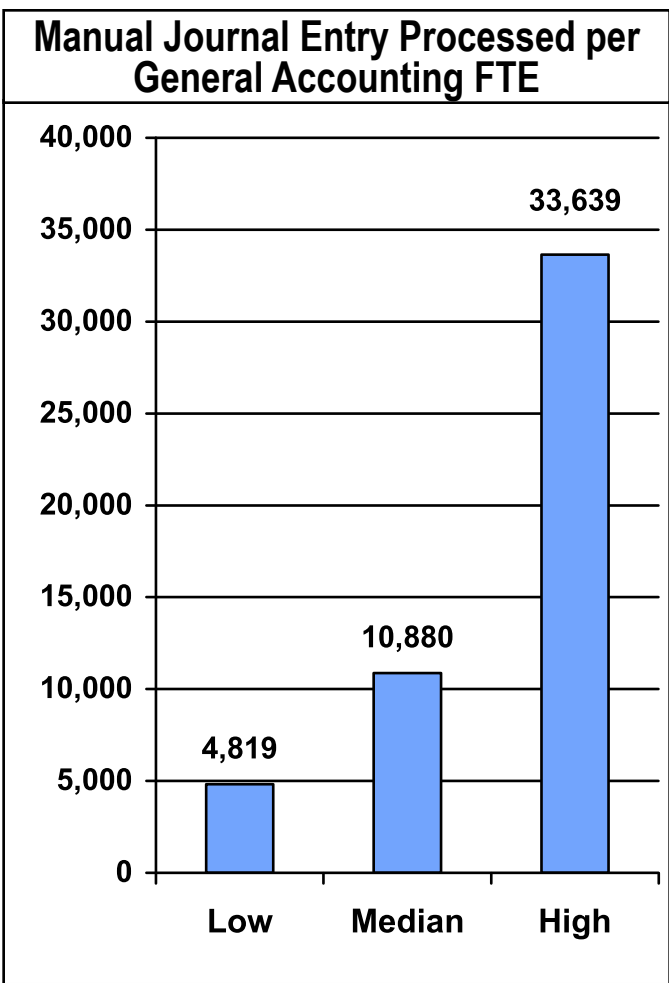
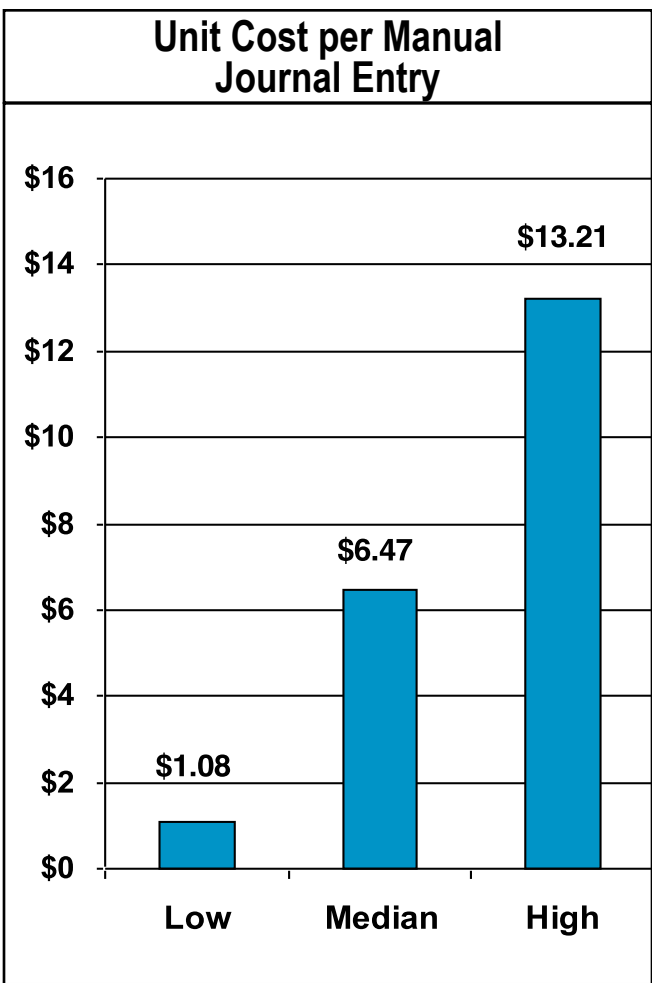
Your Company      \$

\$

\$



Under Billion Dollar Revenue Participants





## All Participants

Headcount and Cost							
		Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
			Personnel	Systems	Other	Total	
Lowest Value		2.3	.013%	.002%	.004%	.021%	Lowest Value
First Quartile		6.6	.044%	.005%	.006%	.058%	First Quartile
Second Quartile		12.1	.082%	.013%	.012%	.112%	Second Quartile
Third Quartile		16.3	.125%	.020%	.025%	.172%	Third Quartile
Fourth Quartile		56.7	.296%	.072%	.064%	.379%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost						
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	2.3	.013%	.002%	.004%	.021%	Lowest Value
First Quartile	5.8	.037%	.004%	.005%	.057%	First Quartile
Second Quartile	13.1	.066%	.010%	.013%	.090%	Second Quartile
Third Quartile	16.6	.128%	.019%	.025%	.169%	Third Quartile
Fourth Quartile	25.4	.184%	.024%	.064%	.250%	Fourth Quartile
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
Improvement Potential					<input type="text"/>	
at First Quartile Break					<input type="text"/>	

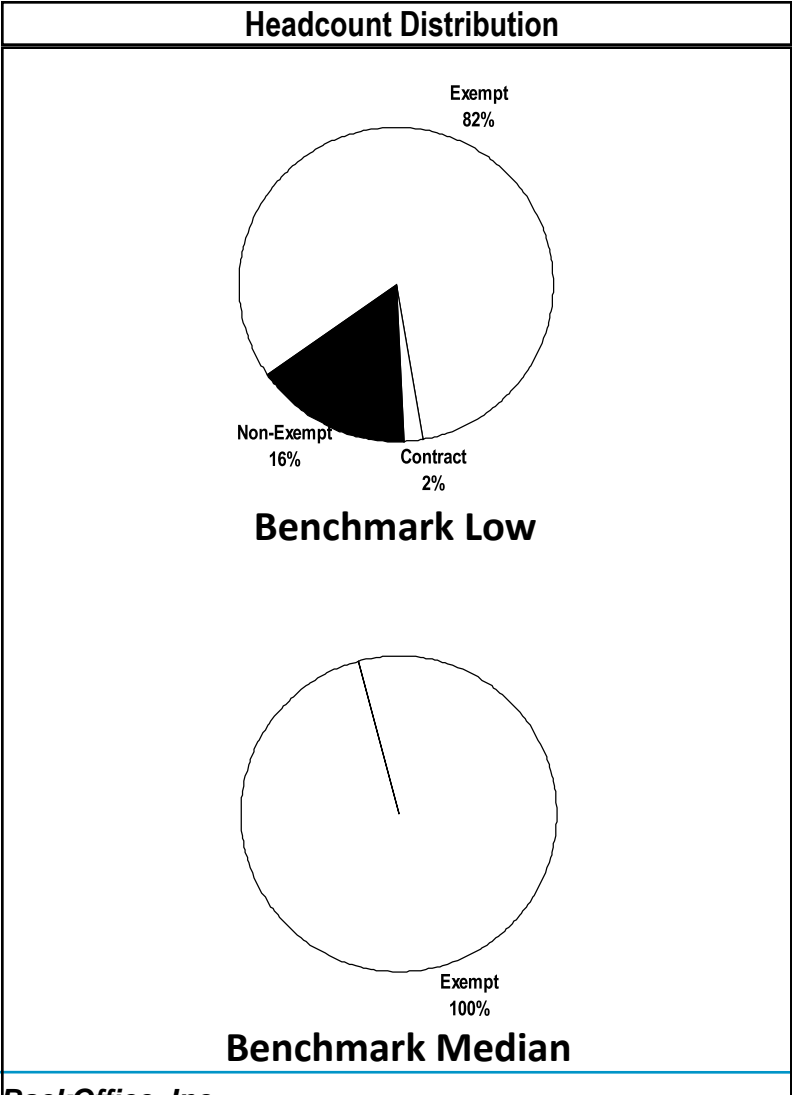
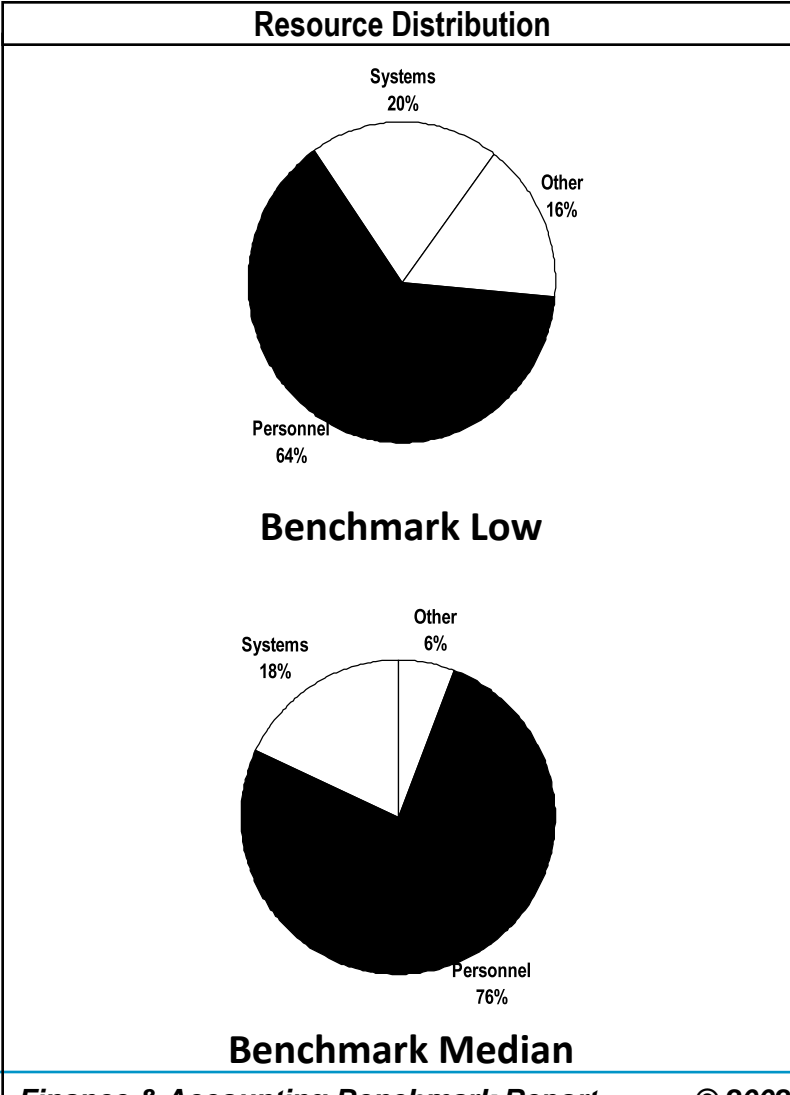


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.4	.031%	.010%	.003%	.044%
First Quartile	1.1	.068%	.021%	.017%	.161%
Second Quartile	1.2	.175%	.037%	.017%	.243%
Third Quartile	1.5	.257%	.086%	.038%	.315%
Fourth Quartile	5.7	.259%	.126%	.047%	.388%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

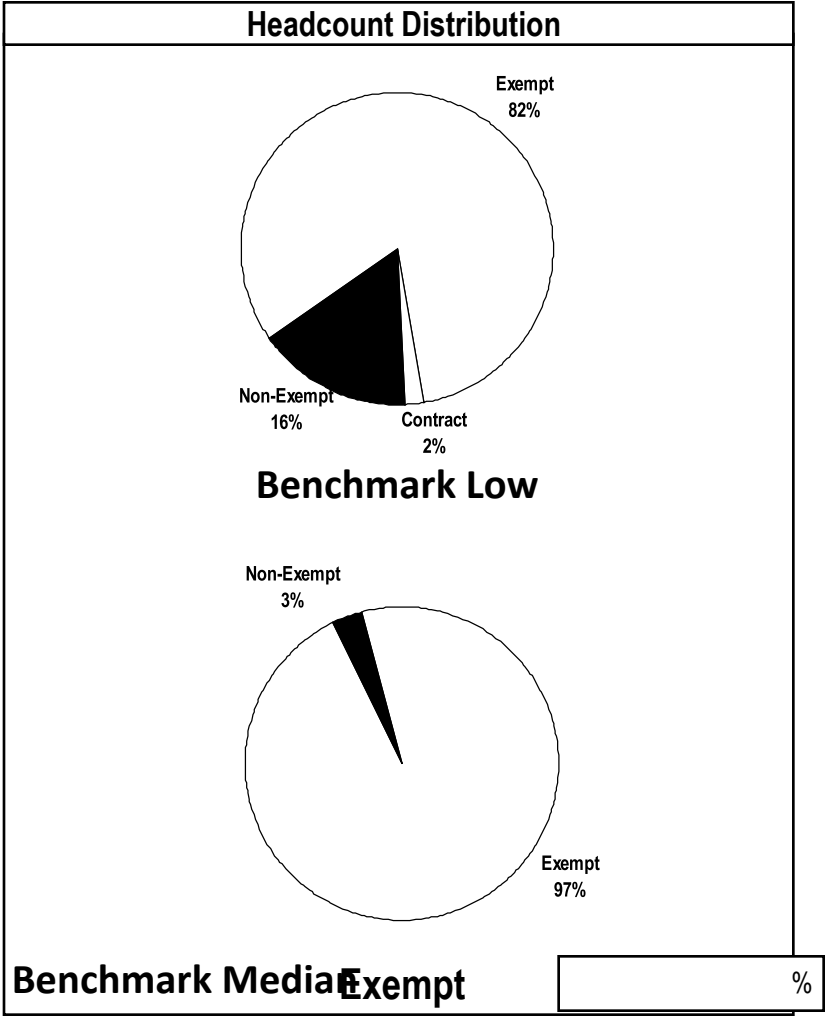
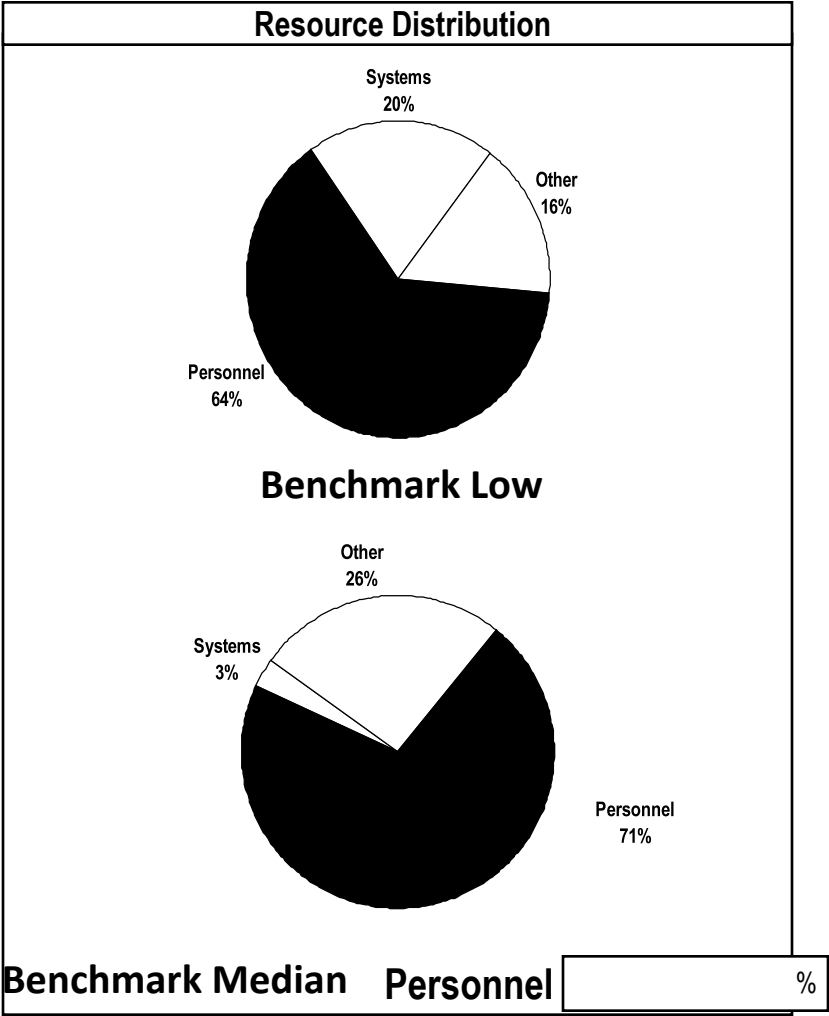


## All Participants





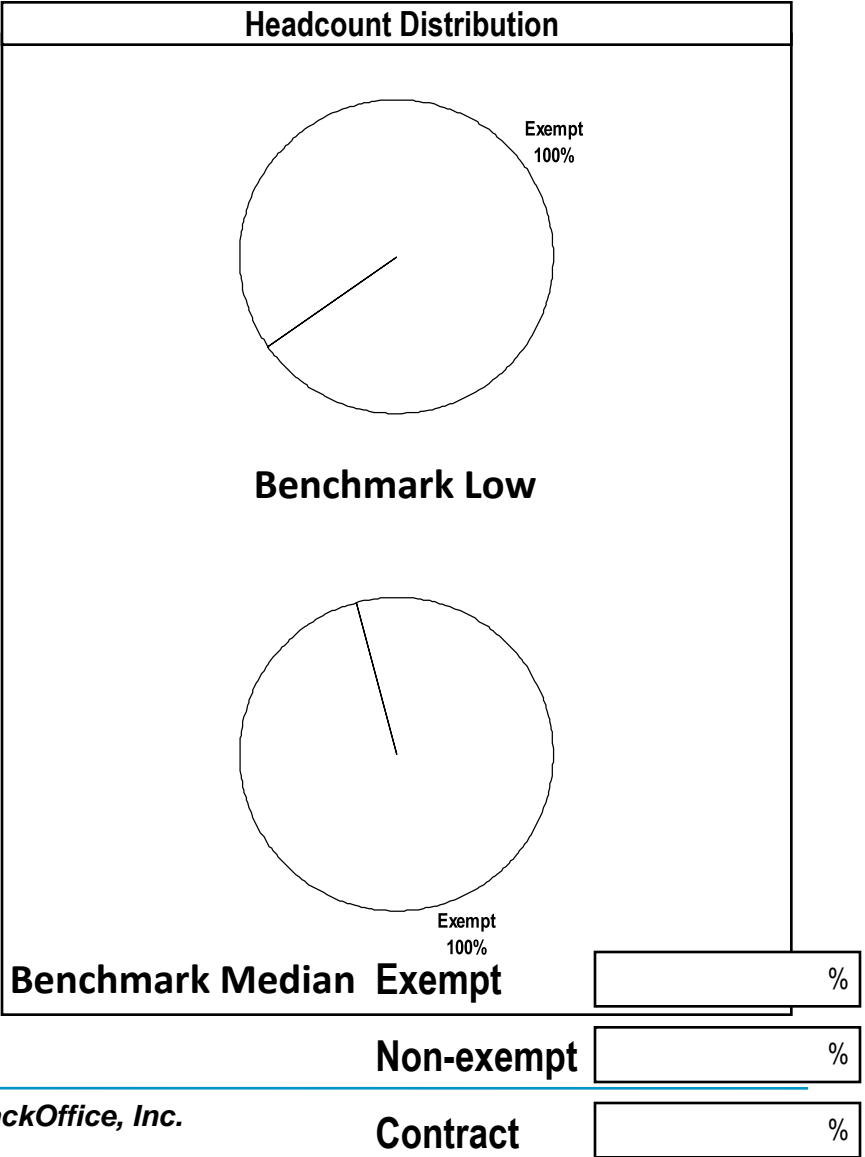
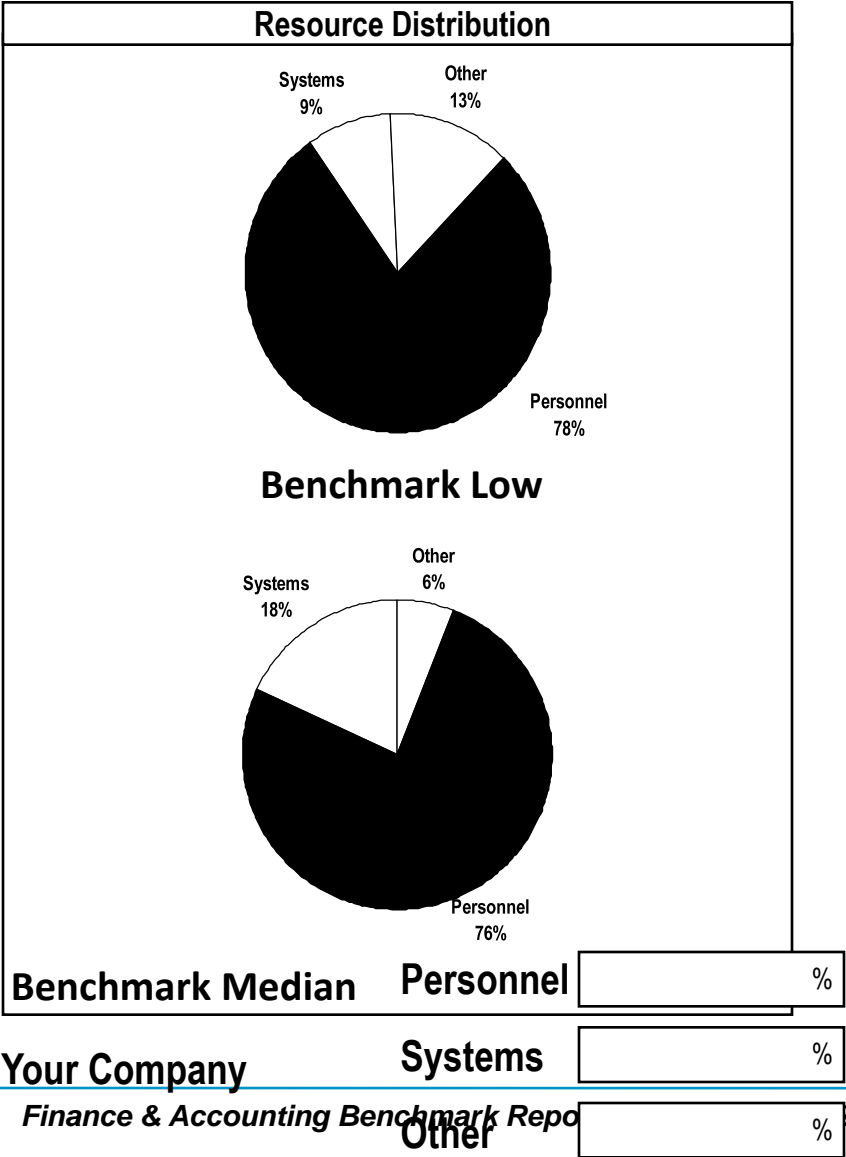
Over Billion Dollar Revenue Participants



Your Company	Systems	Other	Non-exempt	Contract
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>



Under Billion Dollar Revenue Participants



## All Participants

Headcount and Cost							
		Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
			Personnel	Systems	Other	Total	
Lowest Value		1.5	.019%	.0001%	.002%	.021%	Lowest Value
First Quartile		4.1	.039%	.001%	.006%	.048%	First Quartile
Second Quartile		6.6	.093%	.003%	.016%	.113%	Second Quartile
Third Quartile		11.2	.116%	.010%	.031%	.143%	Third Quartile
Fourth Quartile		30.6	.279%	.016%	.108%	.403%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	1.5	.030%	.0001%	.004%	.039%
First Quartile	3.7	.037%	.0004%	.006%	.042%
Second Quartile	4.3	.087%	.001%	.016%	.112%
Third Quartile	7.6	.112%	.003%	.022%	.140%
Fourth Quartile	12.0	.141%	.006%	.068%	.211%
Your Company					
Improvement Potential					
at First Quartile Break					

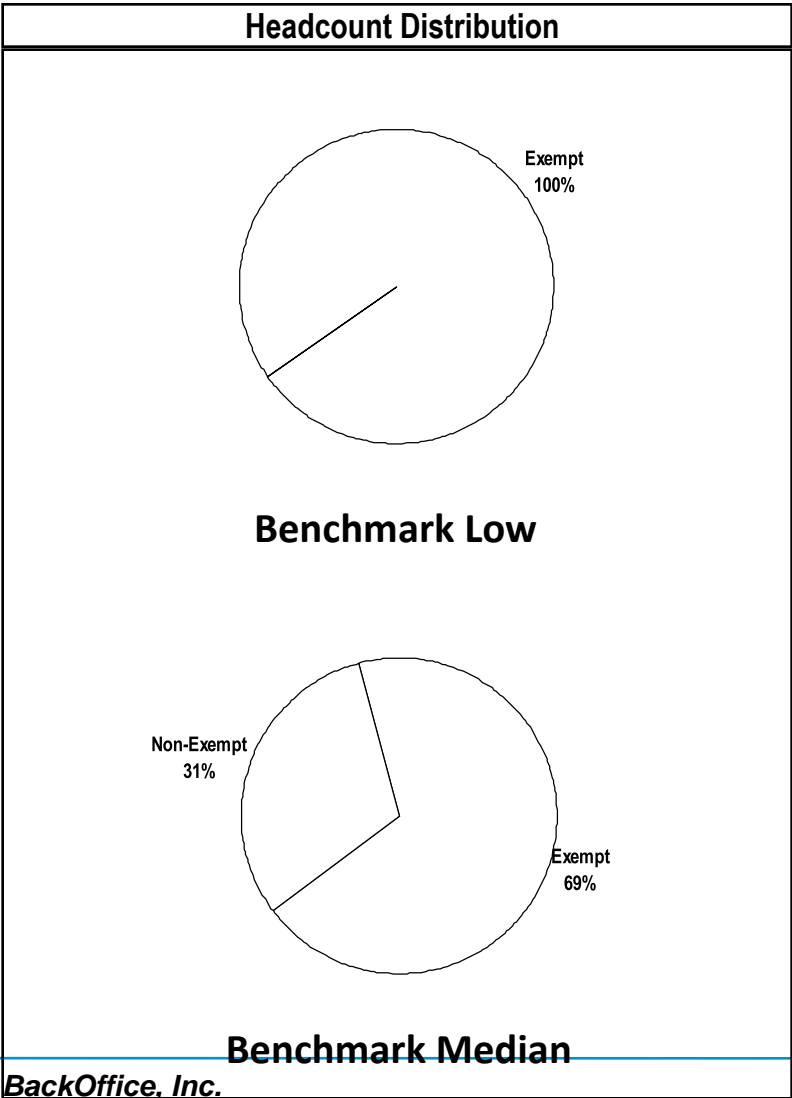
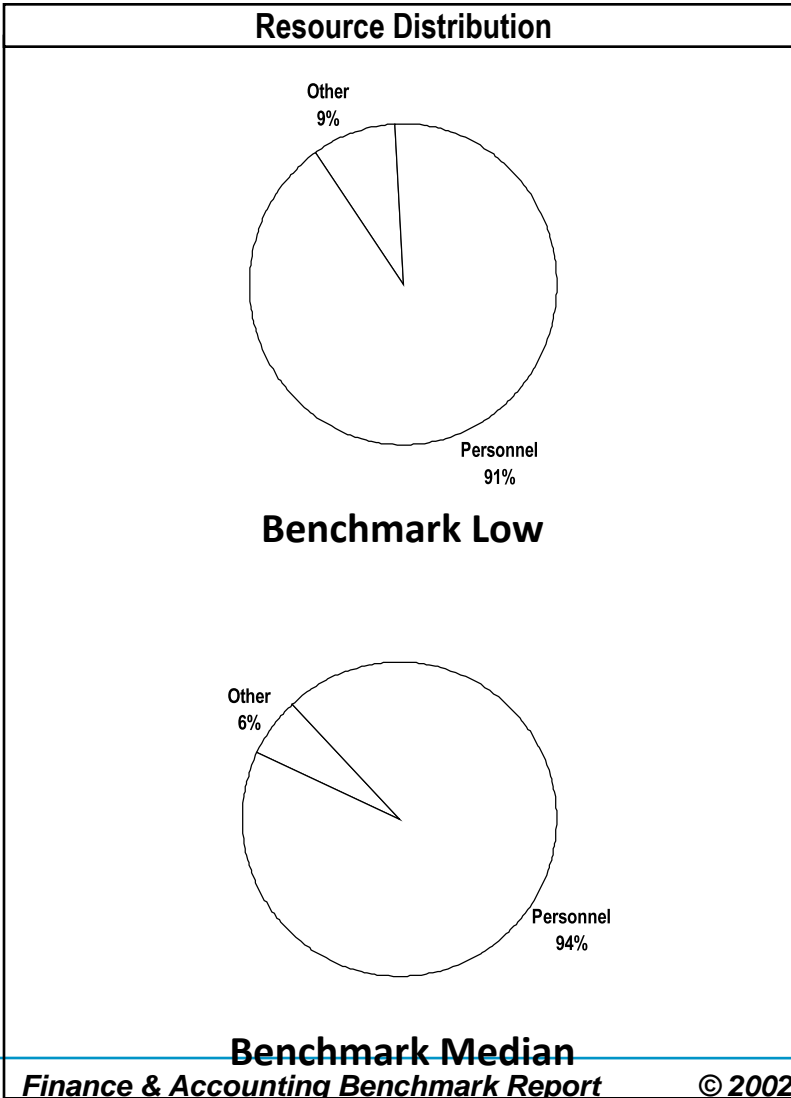


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.2	.019%	.001%	.002%	.021%
First Quartile	.5	.050%	.011%	.006%	.060%
Second Quartile	1.1	.098%	.013%	.018%	.118%
Third Quartile	1.7	.162%	.0134%	.039%	.221%
Fourth Quartile	3.1	.279%	.016%	.108%	.403%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					<input type="text"/>

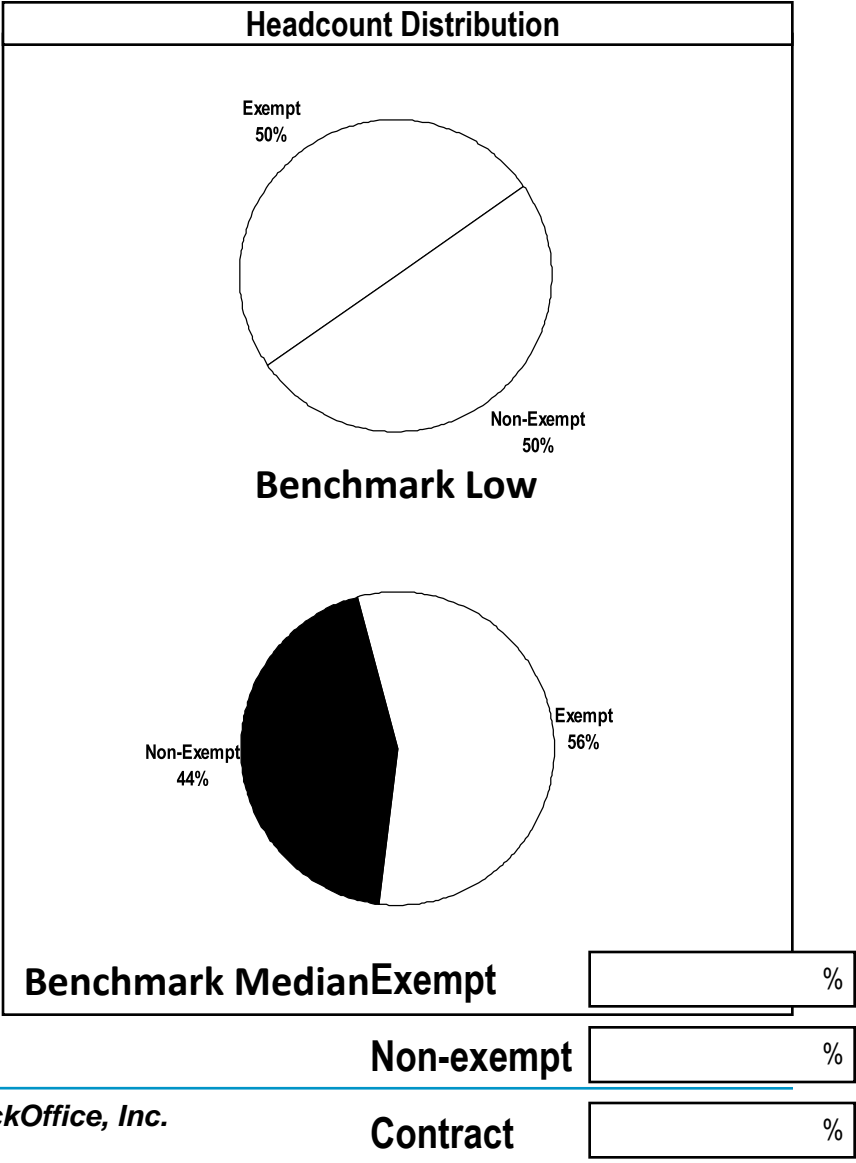
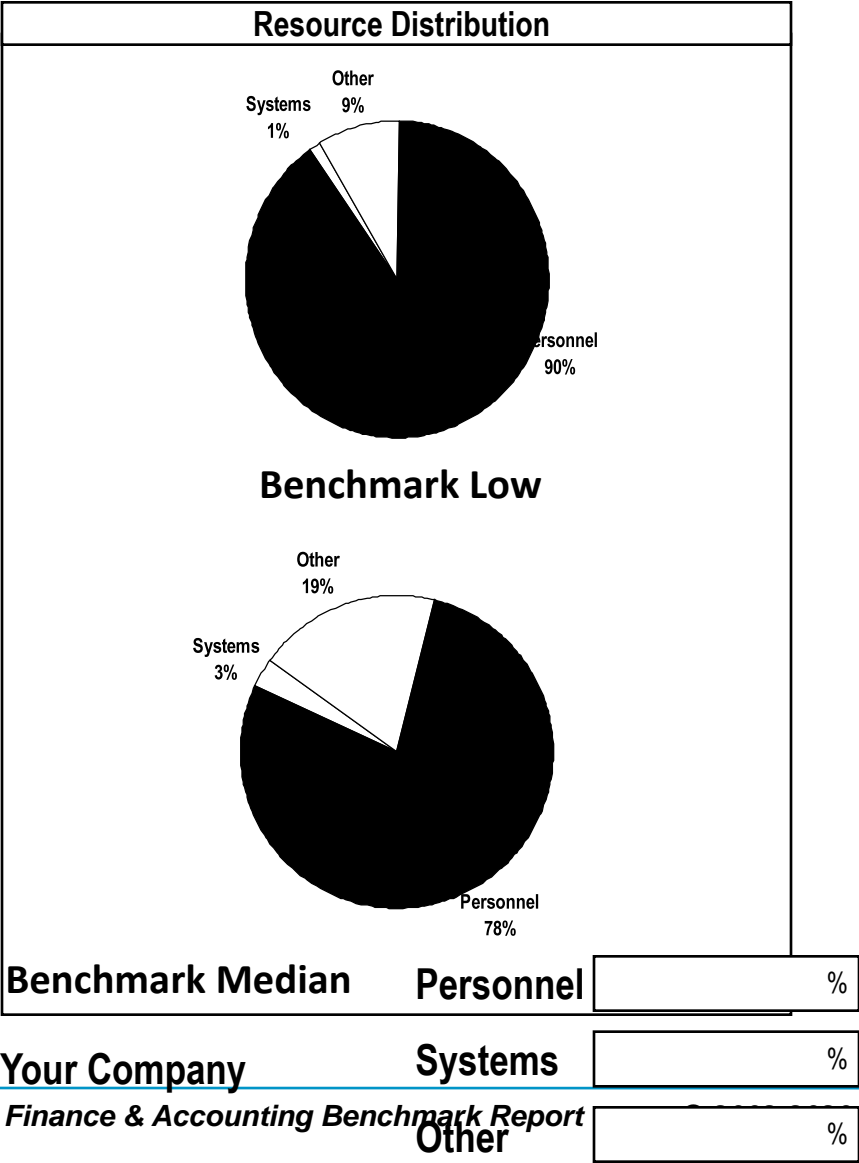


All Participants



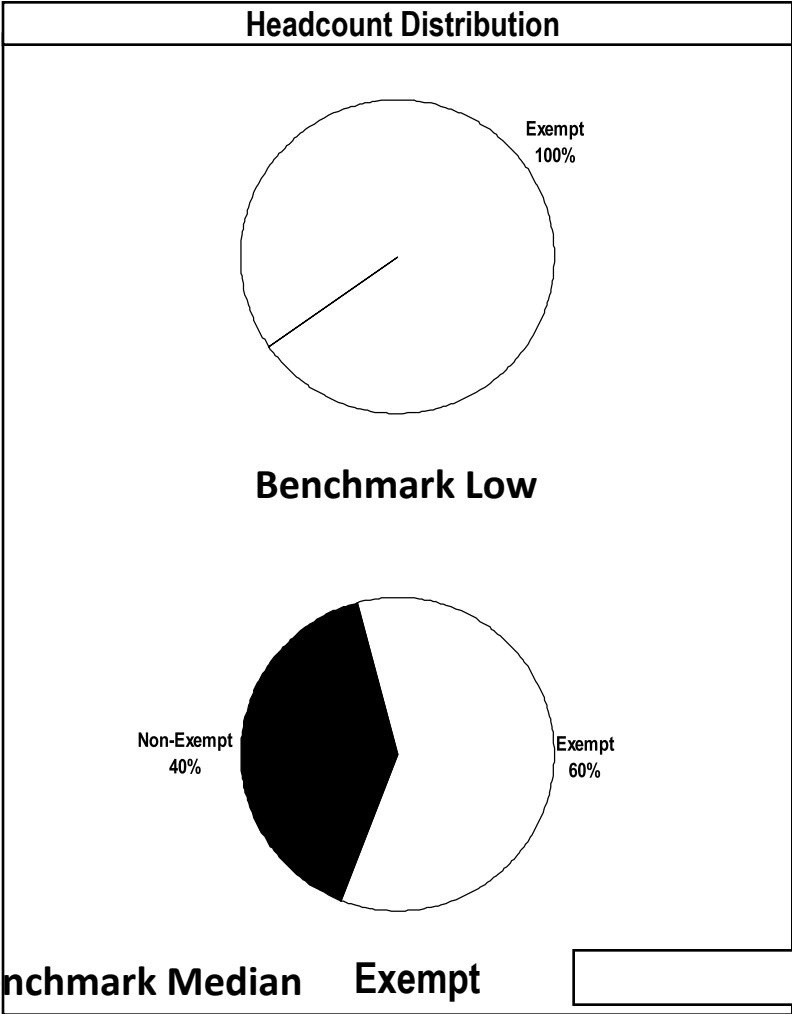
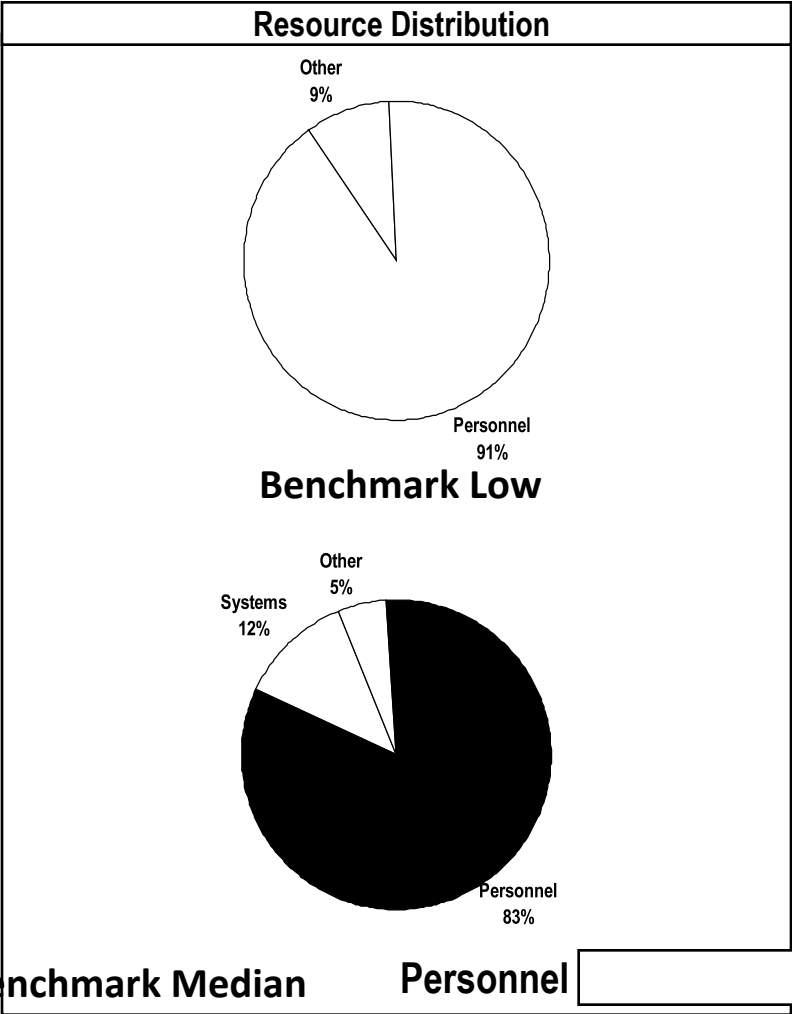


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants



**Your Company**

Category	Percentage
Personnel	<input type="text"/> %
Systems	<input type="text"/> %
Other	<input type="text"/> %

Category	Percentage
Non-exempt	<input type="text"/> %
Contract	<input type="text"/> %



## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	1.6	.014%	.001%	.004%	.022%
First Quartile	7.1	.049%	.007%	.009%	.084%
Second Quartile	10.5	.072%	.016%	.013%	.101%
Third Quartile	23.0	.199%	.024%	.026%	.268%
Fourth Quartile	82.4	.369%	.036%	.075%	.414%



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	1.6	.014%	.001%	.004%	.022%
First Quartile	6.3	.046%	.002%	.006%	.051%
Second Quartile	8.4	.069%	.006%	.013%	.093%
Third Quartile	20.0	.084%	.020%	.031%	.118%
Fourth Quartile	36.1	.241%	.036%	.074%	.351%
Your Company					
Improvement Potential					
at First Quartile Break					\$

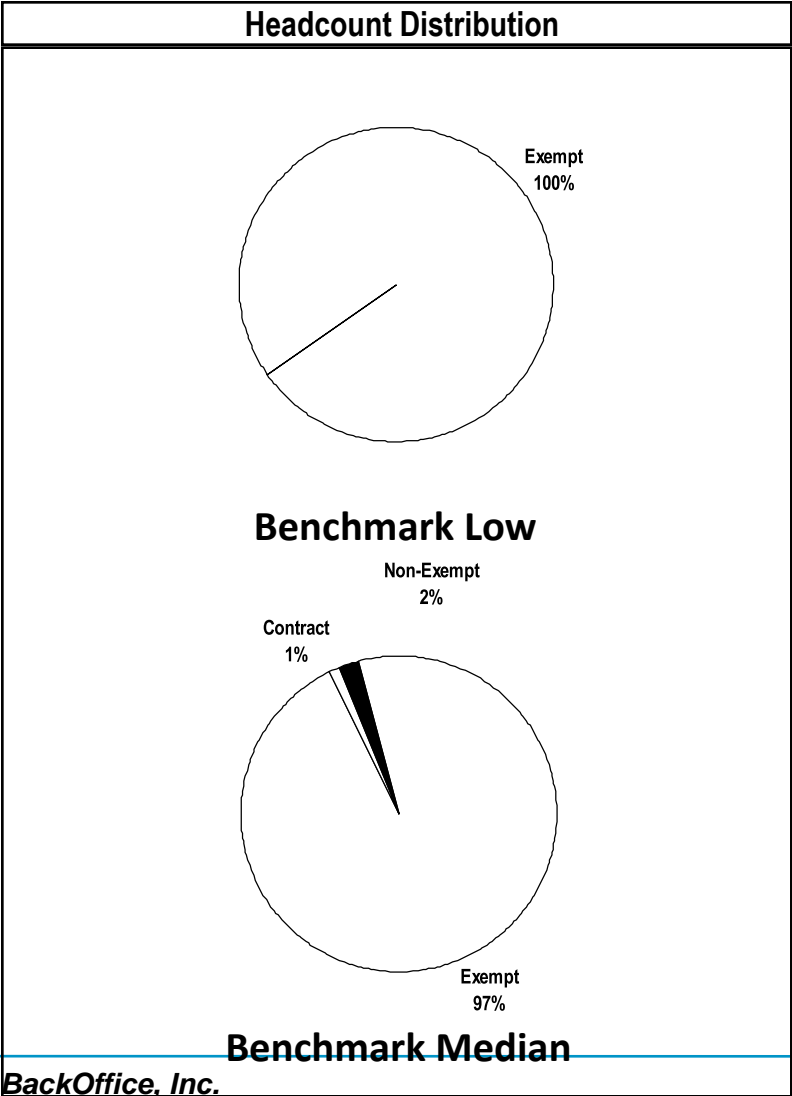
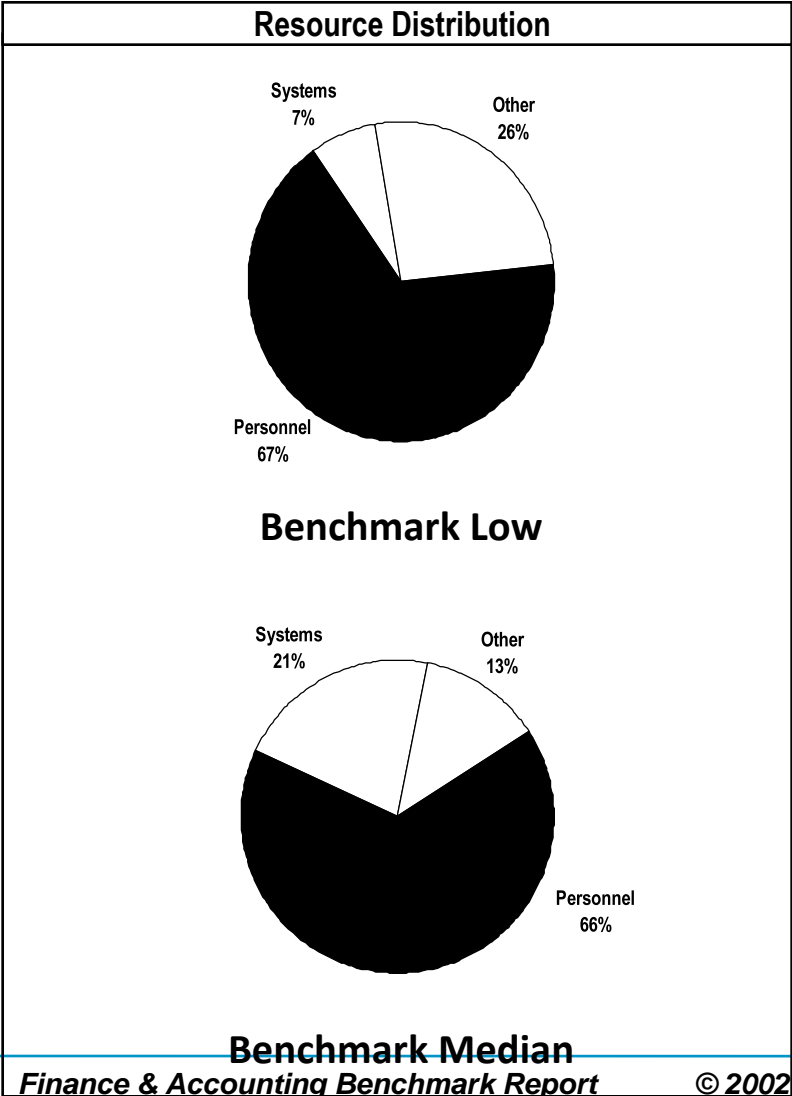


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.7	.0047%	.007%	.005%	.083%
First Quartile	1.0	.067%	.017%	.011%	.092%
Second Quartile	1.7	.110%	.021%	.013%	.121%
Third Quartile	4.6	.287%	.027%	.014%	.324%
Fourth Quartile	8.2	.369%	.033%	.075%	.414%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$



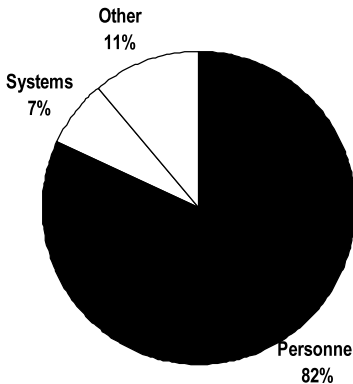
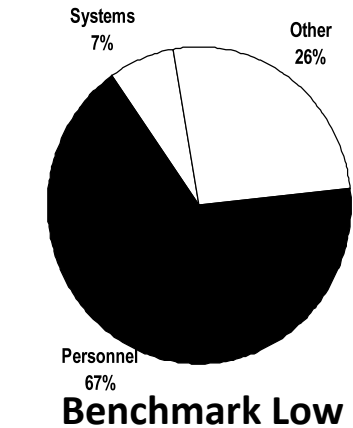
## All Participants





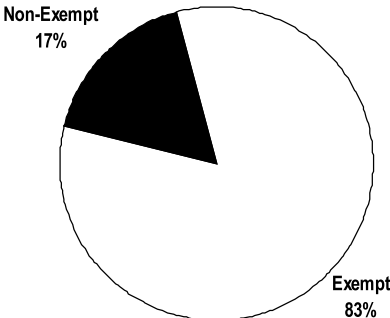
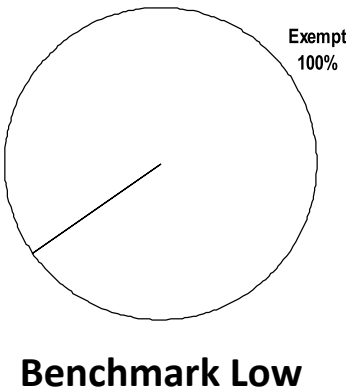
Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Median	Personnel	<input type="text"/>	%
Your Company	Systems	<input type="text"/>	%
	Other	<input type="text"/>	%
	Finance & Accounting Benchmark Rep		%

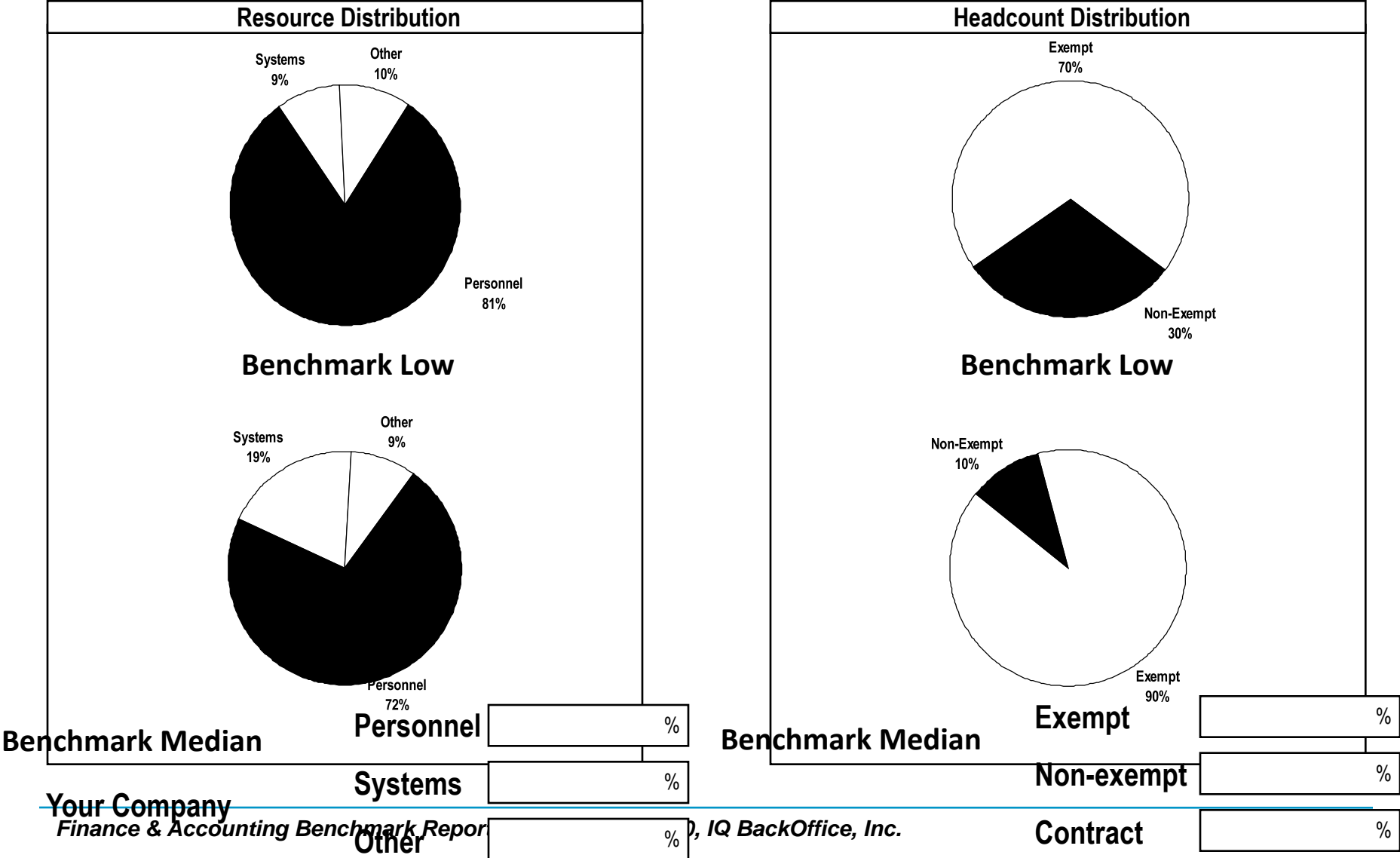
Headcount Distribution



Benchmark Median	Exempt	<input type="text"/>	%
	Non-exempt	<input type="text"/>	%
	Contract	<input type="text"/>	%



Under Billion Dollar Revenue Participants



## All Participants

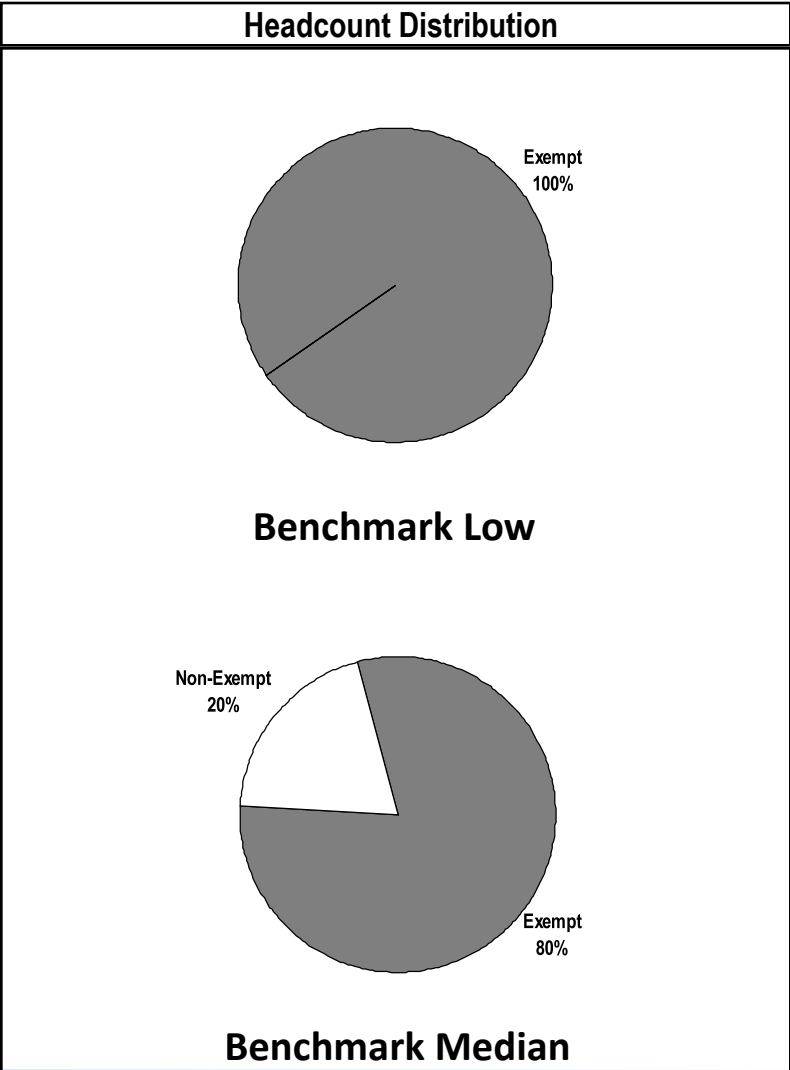
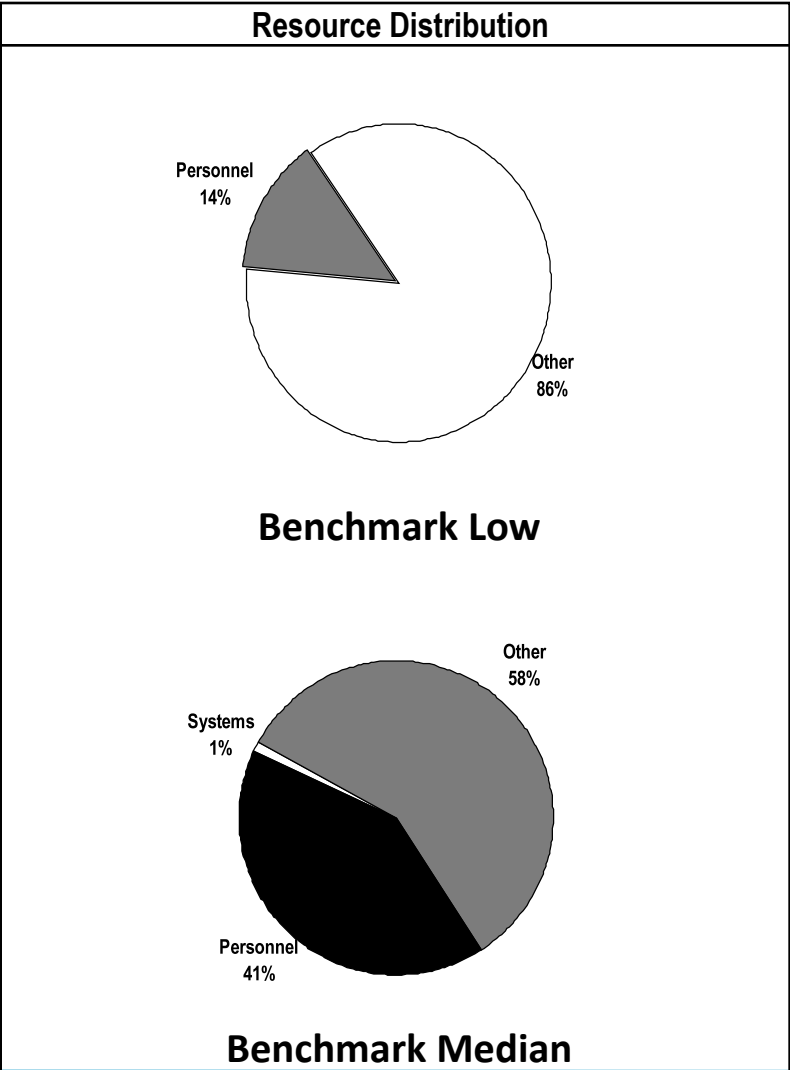
Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.3	.002%	.00001%	.002%	.014%
First Quartile	4.6	.027%	.001%	.036%	.064%
Second Quartile	6.8	.040%	.002%	.052%	.093%
Third Quartile	13.5	.067%	.003%	.081%	.159%
Fourth Quartile	23.1	.162%	.036%	.192%	.289%

## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.2	.016%	.0009%	.002%	.014%
First Quartile	.7	.040%	.001%	.038%	.081%
Second Quartile	1.3	.047%	.008%	.072%	.139%
Third Quartile	1.6	.092%	.016%	.134%	.250%
Fourth Quartile	2.3	.162%	.036%	.192%	.289%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quarter Break					<input type="text"/>



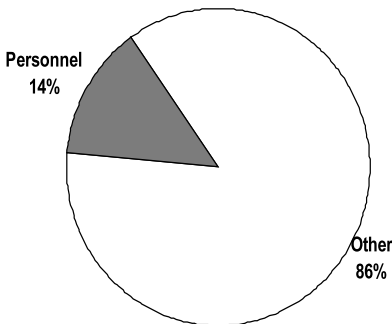
All Participants



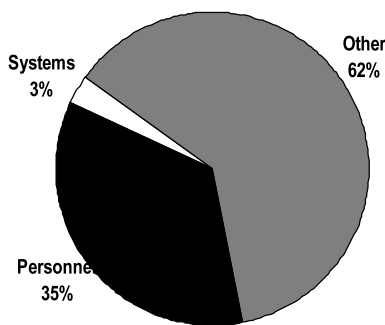


# Over Billion Dollar Revenue Participants

Resource Distribution

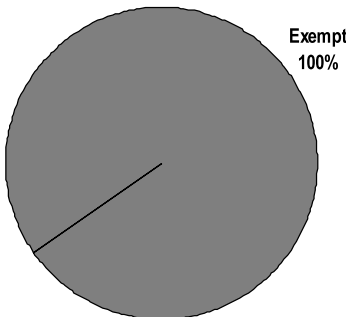


Benchmark Low

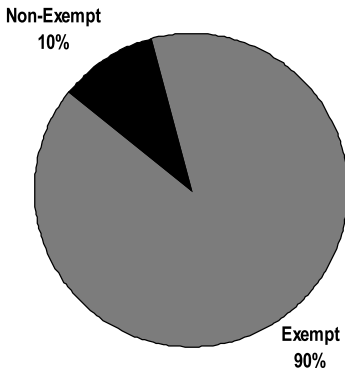


Benchmark Median	Personnel	<input type="text"/>	%
Your Company	Systems	<input type="text"/>	%
	Other	<input type="text"/>	%
	Finance & Accounting Benchmark Report		

Headcount Distribution



Benchmark Low

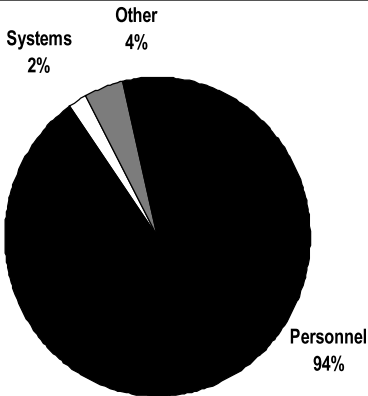


Benchmark Median	Exempt	<input type="text"/>	%
Your Company	Non-exempt	<input type="text"/>	%
	Contract	<input type="text"/>	%
IQ BackOffice, Inc.			

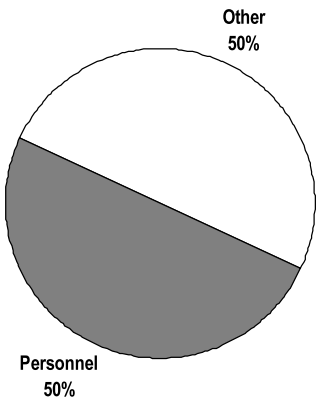


# Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



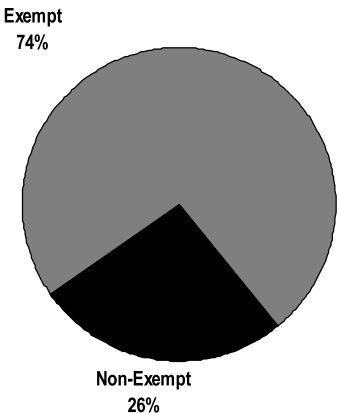
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

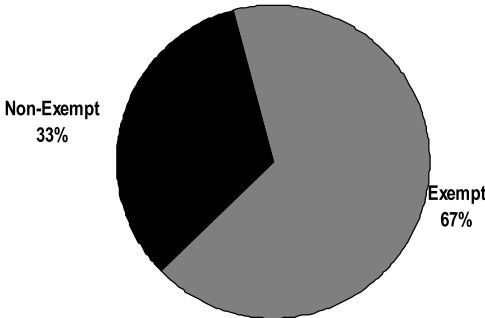
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

20, IQ BackOffice, Inc.

## All Participants

### Headcount and Cost

	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Overhead	Total	
Lowest Value	.3	.001%	.001%	.001%	.001%	Lowest Value
First Quartile	7.5	.035%	.005%	.013%	.058%	First Quartile
Second Quartile	13.1	.054%	.006%	.017%	.088%	Second Quartile
Third Quartile	38.0	.182%	.046%	.058%	.253%	Third Quartile
Fourth Quartile	172.2	.900%	.348%	.193%	1.441%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Overhead	Total
Lowest Value	.4	.003%	.001%	.001%	.004%
First Quartile	7.3	.041%	.004%	.014%	.059%
Second Quartile	11.7	.058%	.006%	.018%	.089%
Third Quartile	38.3	.196%	.043%	.070%	.365%
Fourth Quartile	172.2	.900%	.348%	.193%	1.441%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

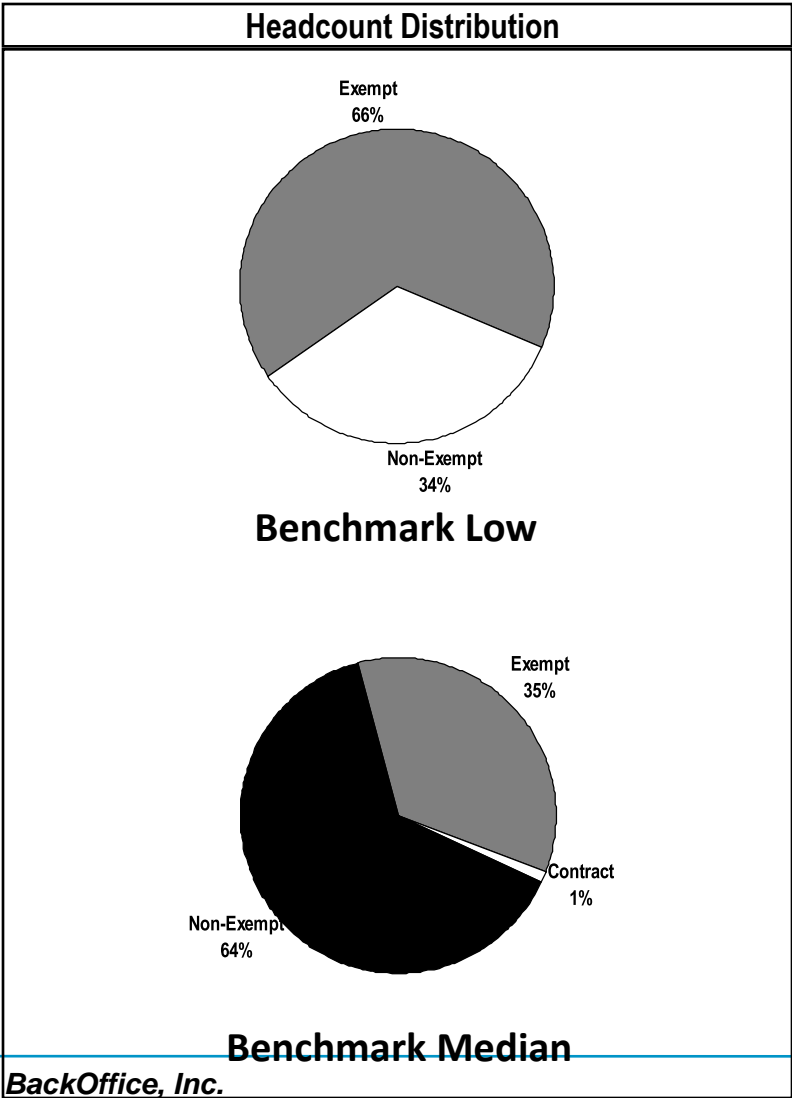
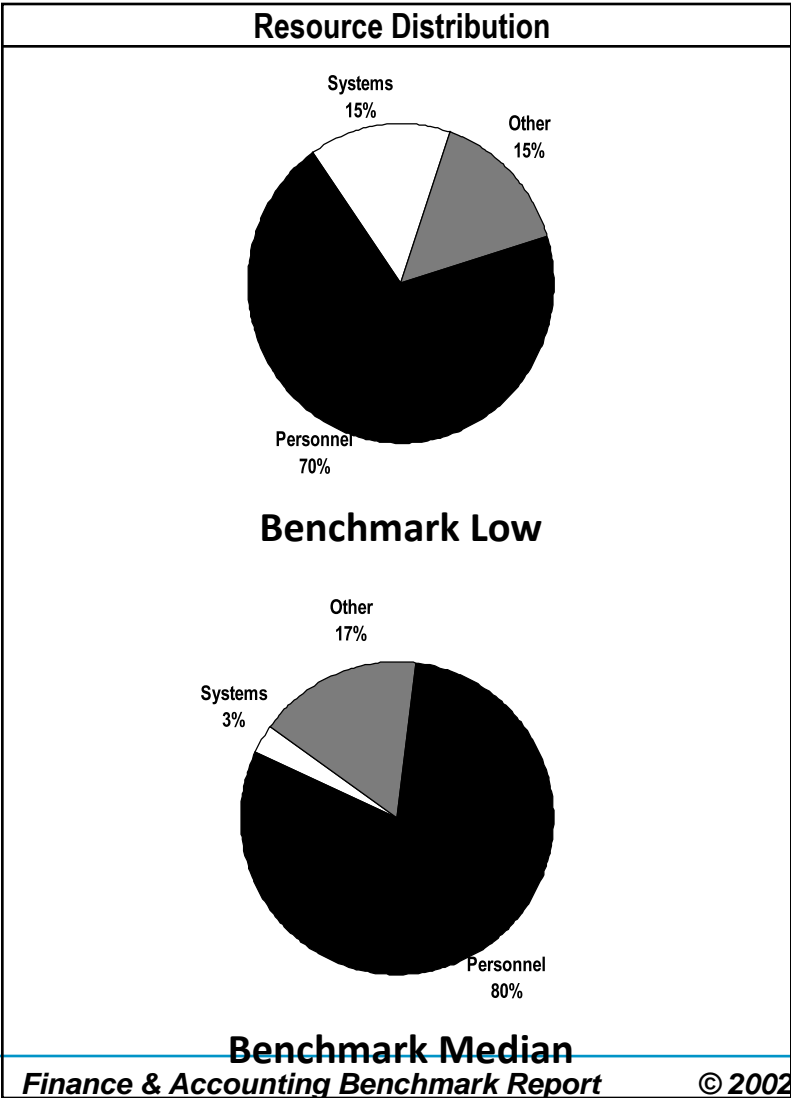


## Under Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ 100 Million Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Overhead	Total
Lowest Value	.03	.011%	.0048%	.001%	.001%
First Quartile	.8	.022%	.005%	.010%	.030%
Second Quartile	1.4	.029%	.017%	.015%	.086%
Third Quartile	3.7	.036%	.038%	.036%	.134%
Fourth Quartile	6.2	.302%	.367%	.063%	.315%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$



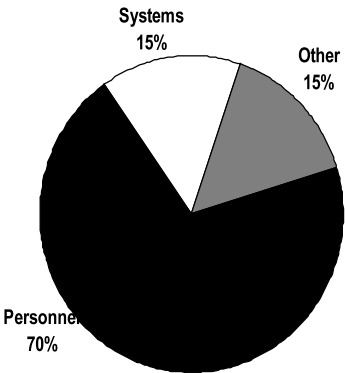
All Participants



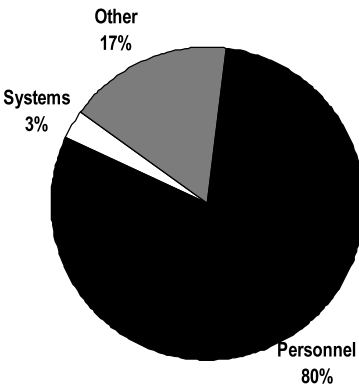


Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low

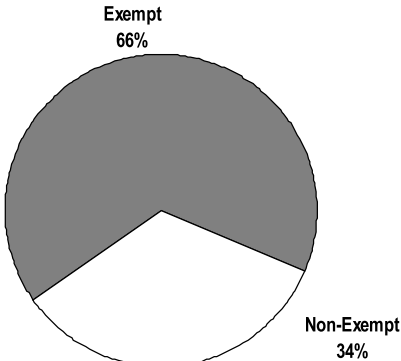


Benchmark Median Personnel %

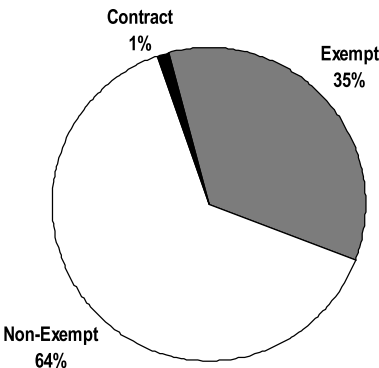
Your Company Systems %

Finance & Accounting Benchmark Report Other %

Headcount Distribution



Benchmark Low



Benchmark Median Exempt %

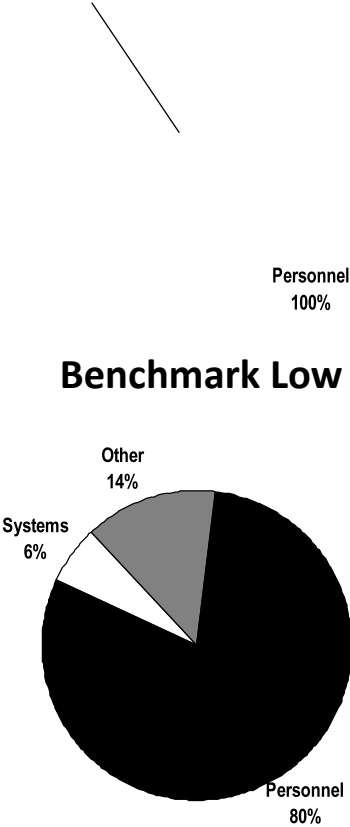
Non-exempt %

Contract %



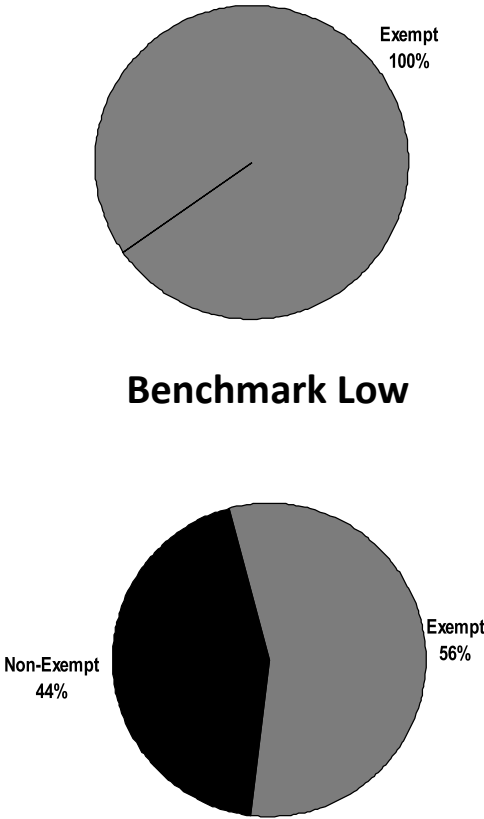
# Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Median	Personnel	<input type="text"/>	%
Your Company	Systems	<input type="text"/>	%
	Other	<input type="text"/>	%
	Finance & Accounting Benchmark Re		

Headcount Distribution

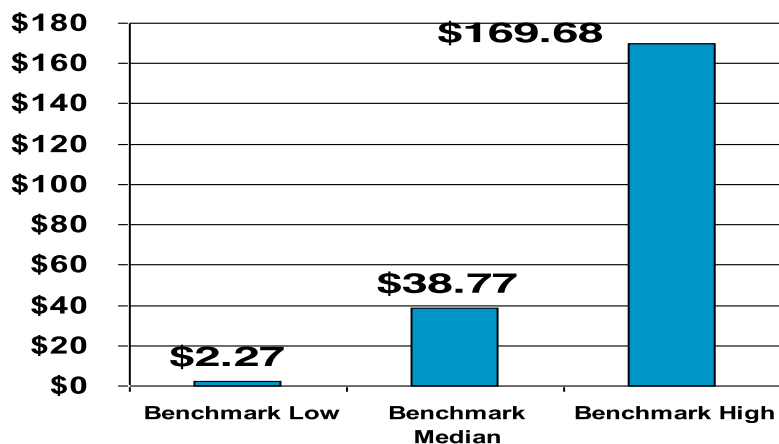


Benchmark Median	Exempt	<input type="text"/>	%
	Non-exempt	<input type="text"/>	%
	Contract	<input type="text"/>	%

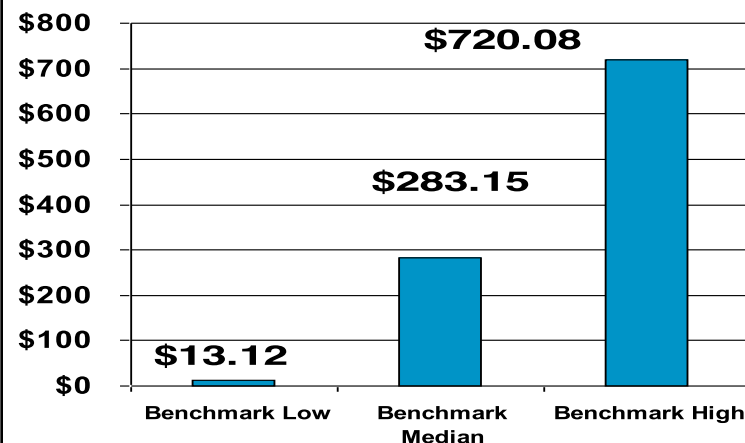


## All Participants

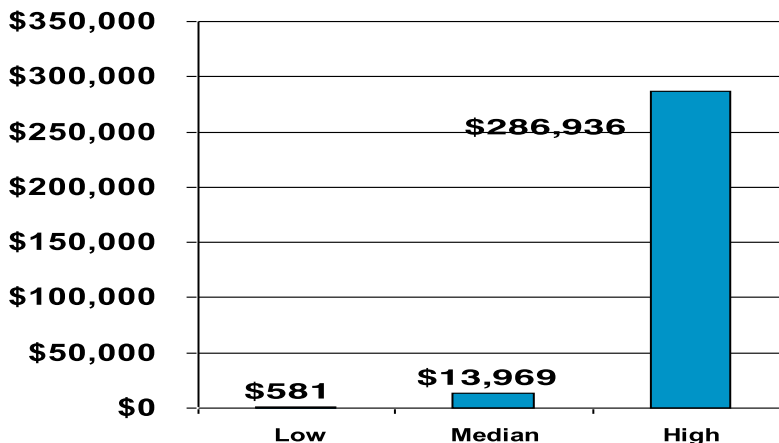
High Volume Billers - Unit Cost per Customer



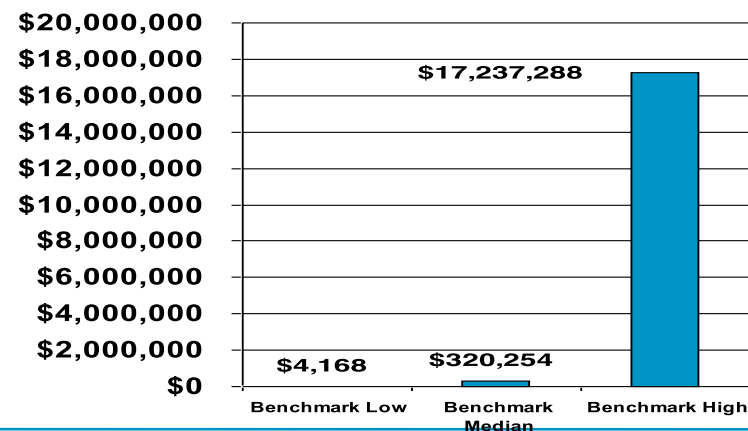
Low Volume Billers - Unit Cost per Customer



High Volume Billers - Unit Cost per Customer



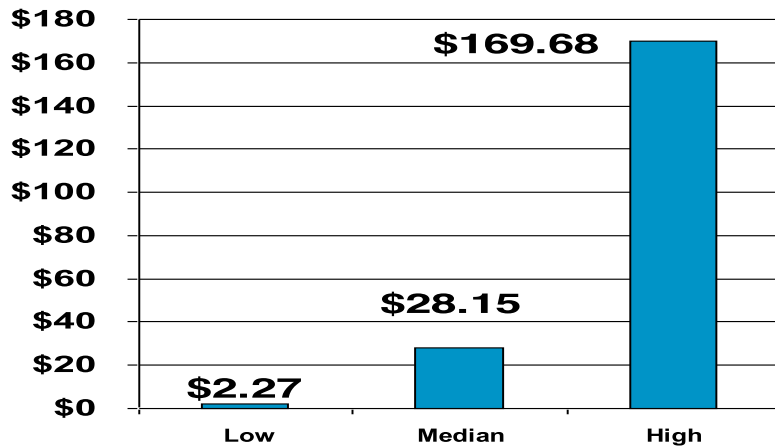
Low Volume Billers - Revenue per Customer



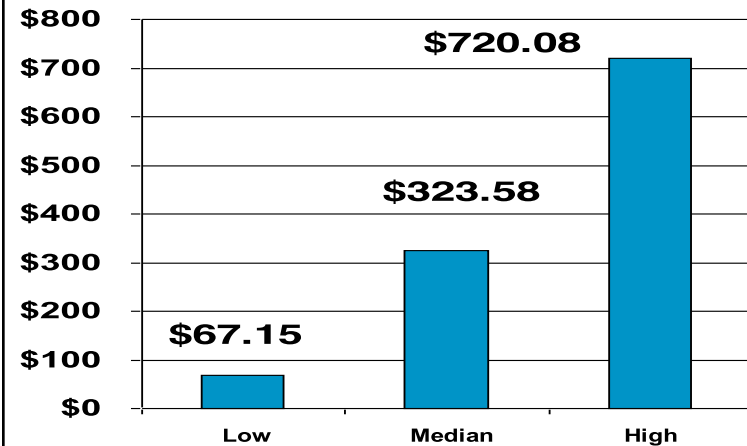


## Over Billion Dollar Revenue Participants

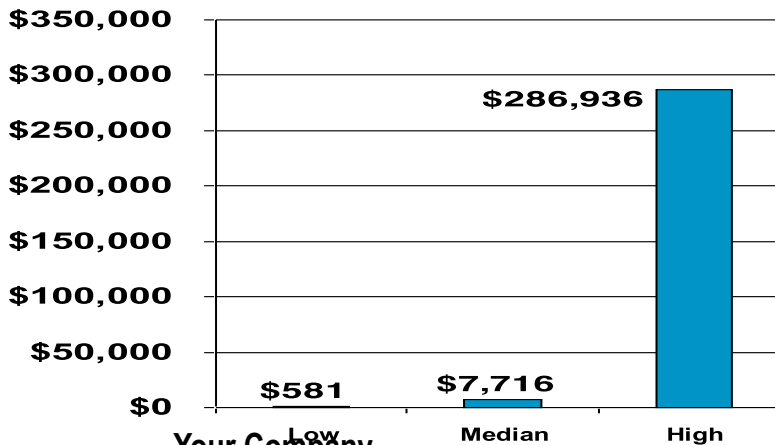
High Volume Billers - Unit Cost per Customer



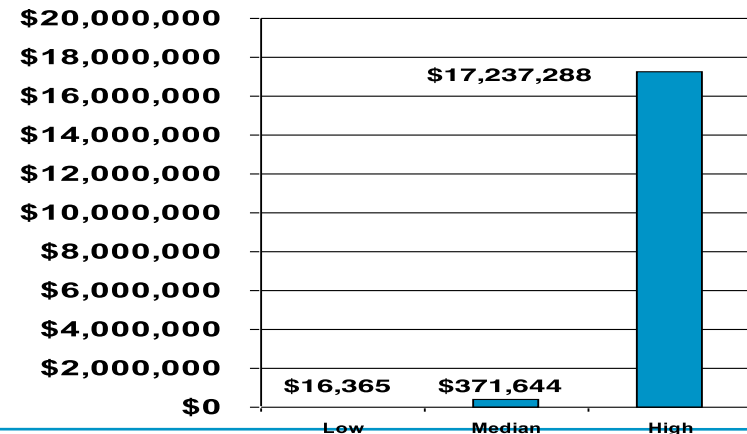
Low Volume Billers - Unit Cost per Customer



High Volume Billers - Revenue per Customer



Low Volume Billers - Revenue per Customer



Your Company -

Finance & Accounting Benchmark Report

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Unit Cost per Customer

\$

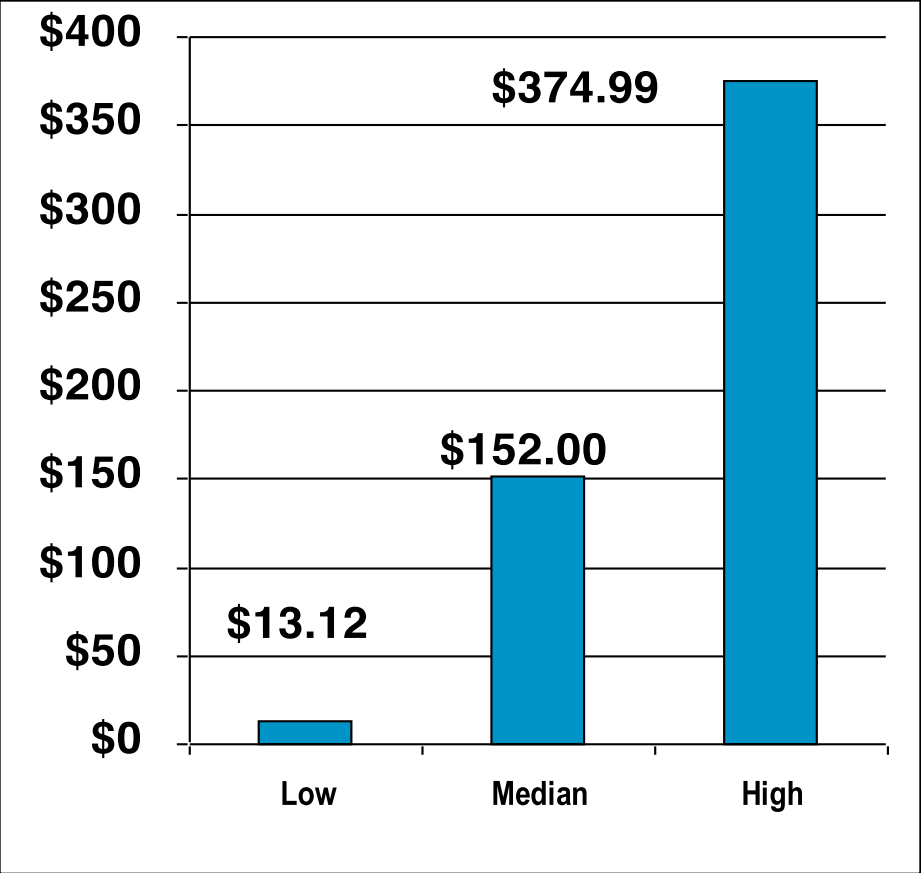
Revenue per Customer

\$

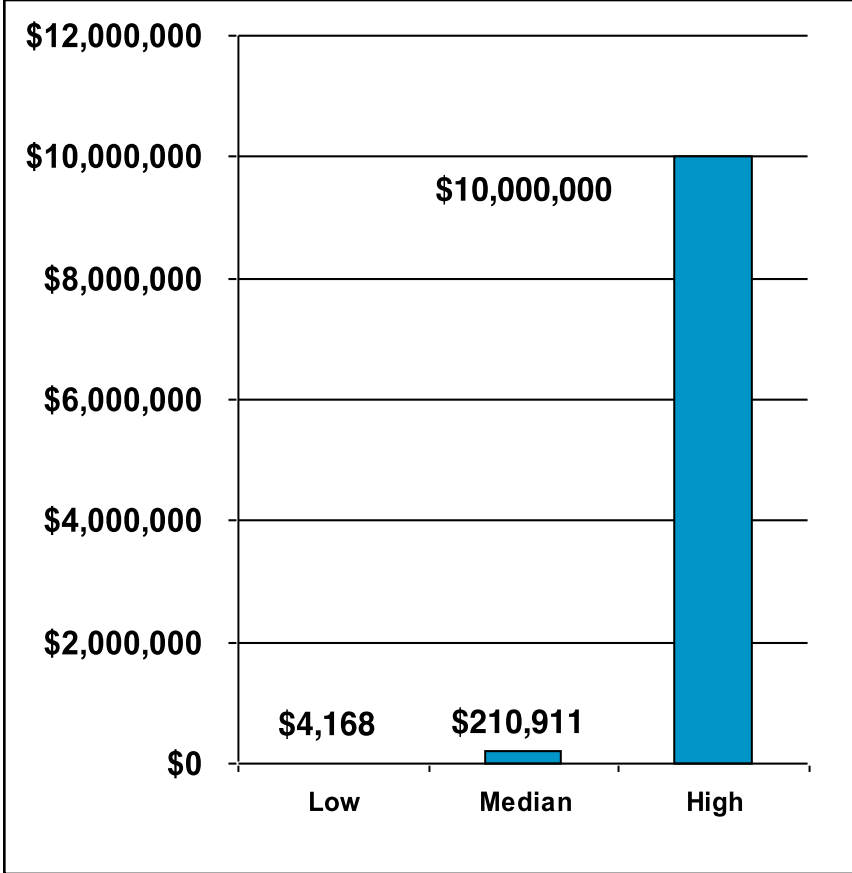


Under Billion Dollar Revenue Participants

Low Volume Billers - Unit Cost per Customer



Low Volume Billers - Revenue per Customer



Your Company -

## All Participants

### Headcount and Cost

Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	1.7	.008%	.001%	.002%	.014%	Lowest Value
First Quartile	7.1	.029%	.010%	.007%	.049%	First Quartile
Second Quartile	9.2	.044%	.015%	.014%	.074%	Second Quartile
Third Quartile	17.1	.074%	.037%	.021%	.146%	Third Quartile
Fourth Quartile	52.8	.191%	.433%	.104%	.651%	Fourth Quartile

## Over Billion Dollar Revenue Participants

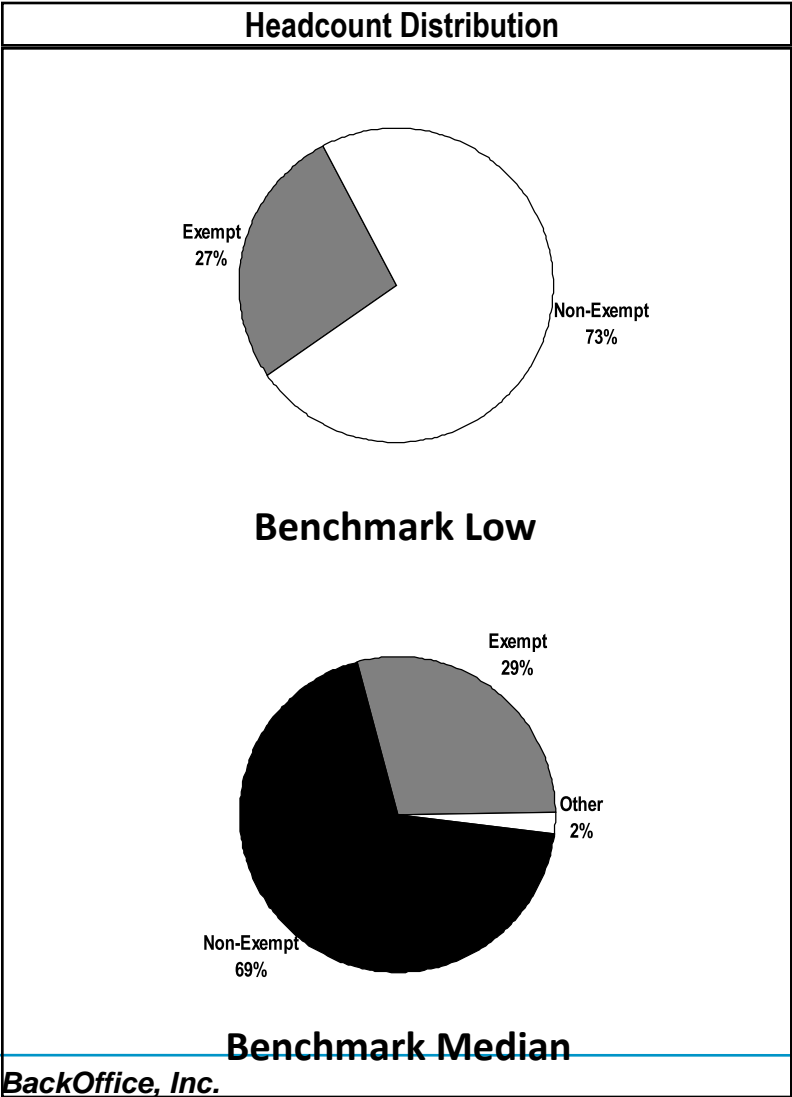
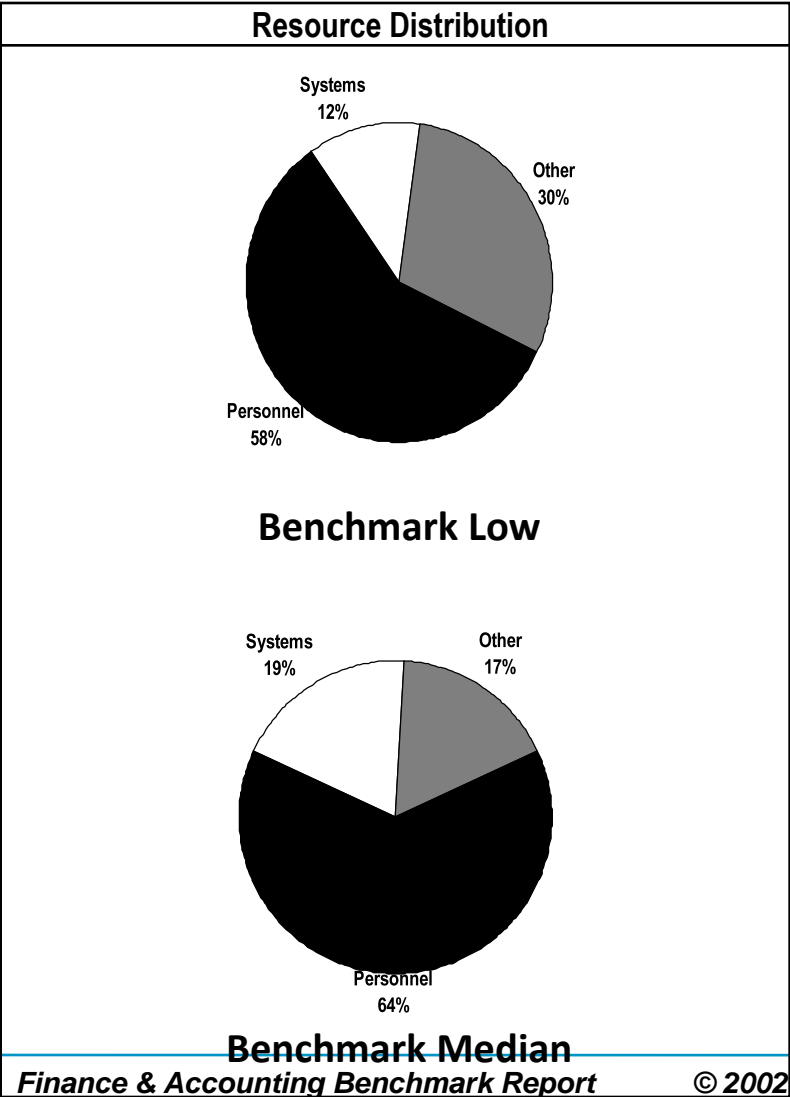
Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	1.7	.008%	.001%	.002%	.014%	Lowest Value
First Quartile	6.8	.028%	.008%	.005%	.047%	First Quartile
Second Quartile	7.5	.035%	.015%	.011%	.062%	Second Quartile
Third Quartile	9.3	.047%	.025%	.015%	.079%	Third Quartile
Fourth Quartile	15.8	.078%	.122%	.027%	.219%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
Finance & Accounting Benchmark Report		© 2002-2020, IQ BackOffice, Inc.			\$ <div></div>	
at First Quartile Break						

## Under Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ 100 Million Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.3	.012%	.004%	.003%	.023%
First Quartile	1.8	.056%	.015%	.011%	.093%
Second Quartile	2.1	.096%	.026%	.020%	.145%
Third Quartile	3.5	.114%	.060%	.027%	.238%
Fourth Quartile	5.3	.191%	.433%	.104%	.651%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

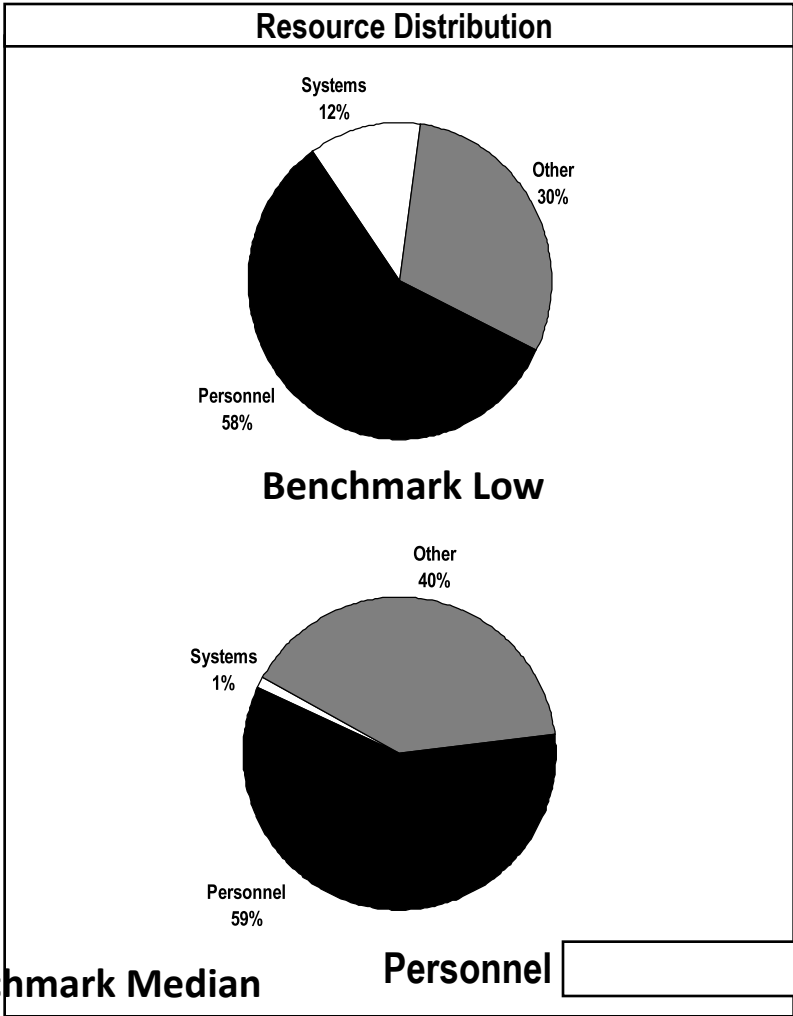


# All Participants

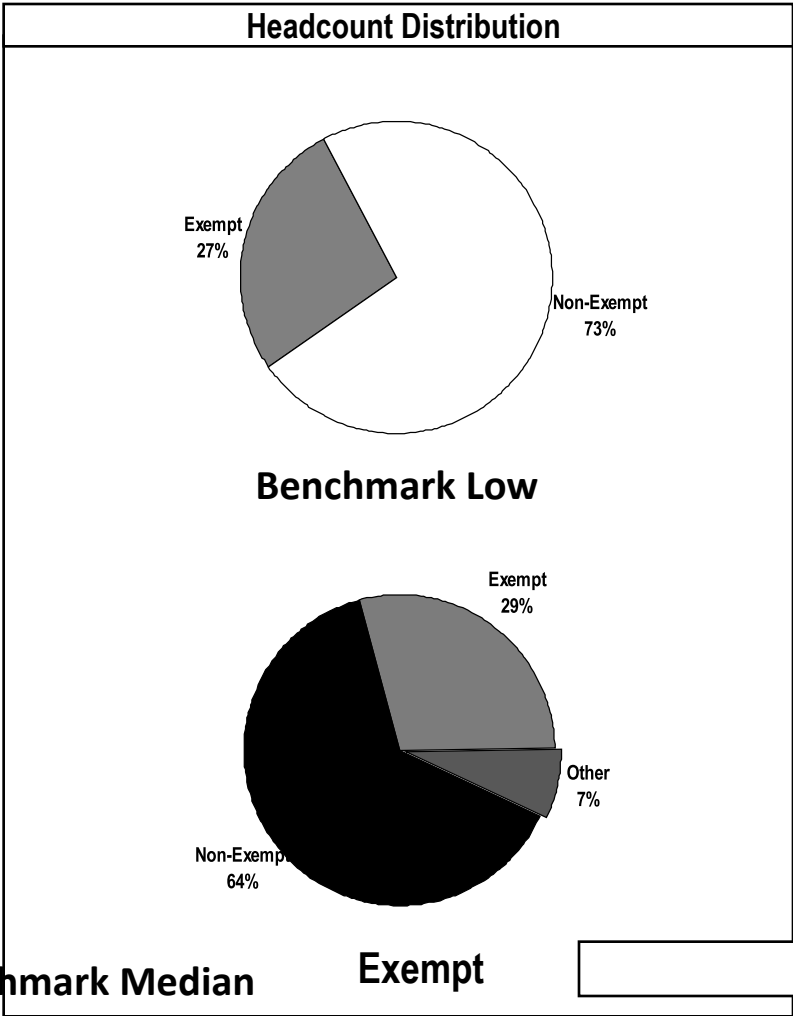




# Over Billion Dollar Revenue Participants



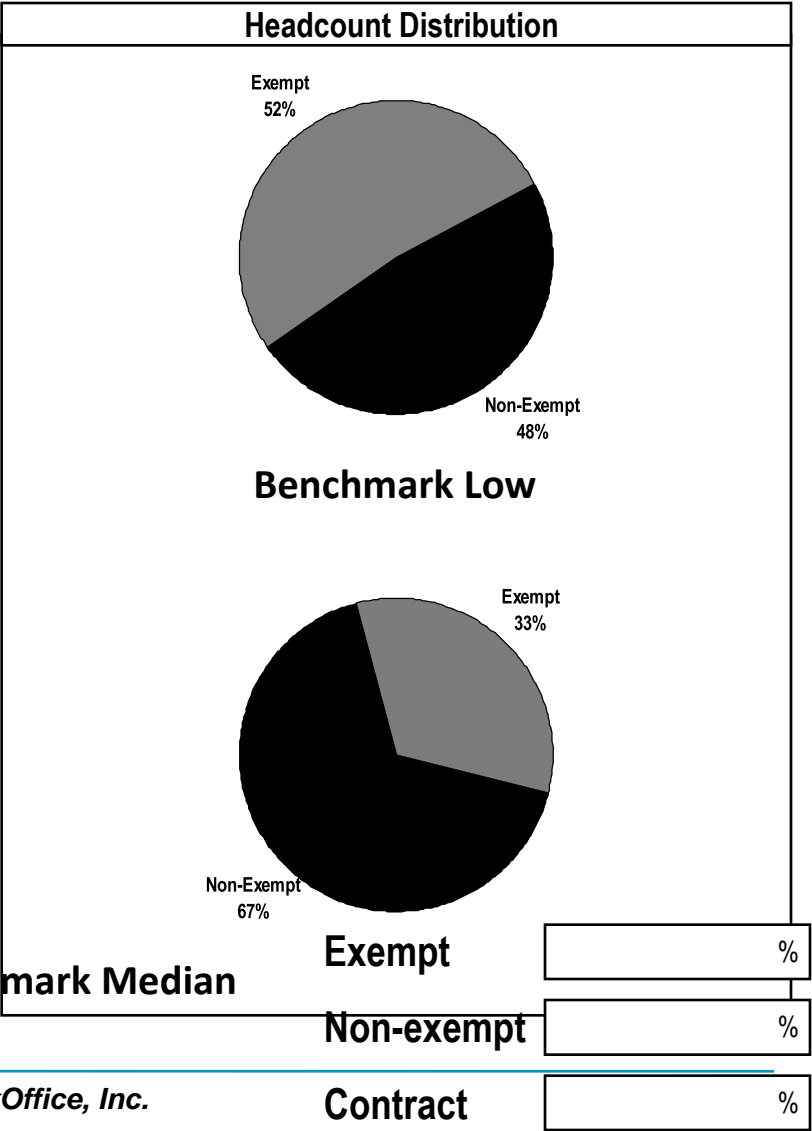
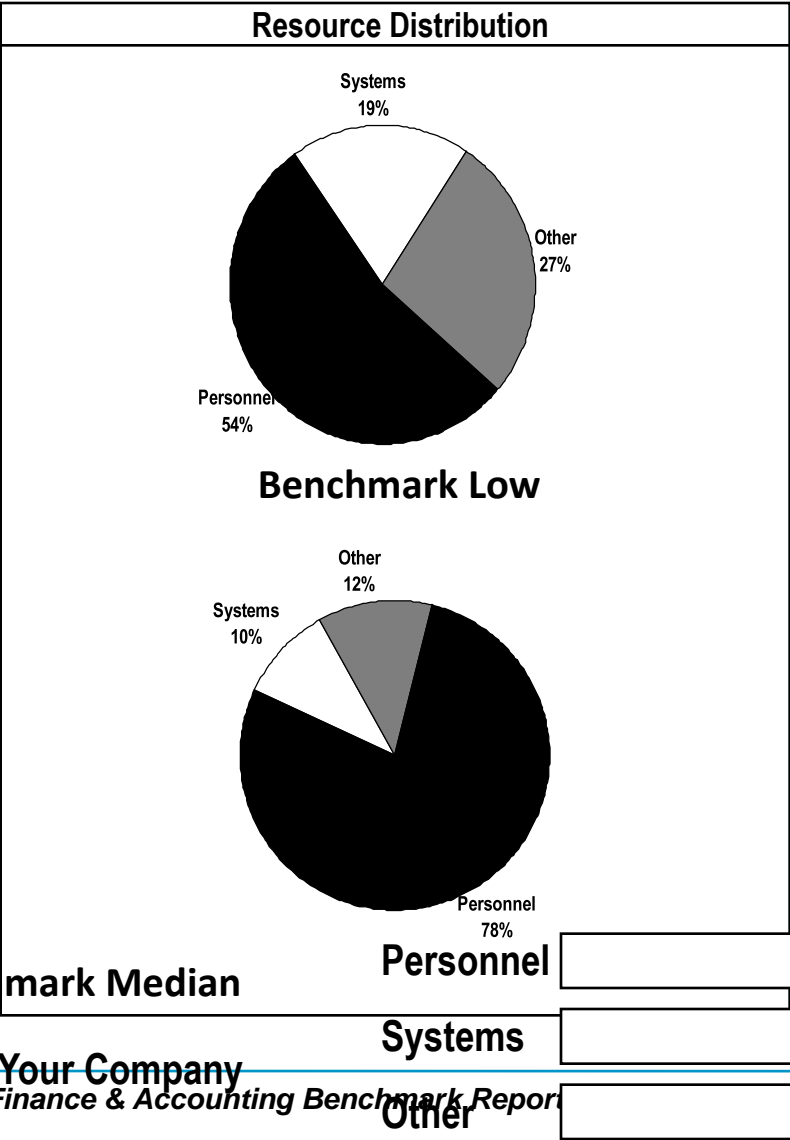
Your Company	Personnel	<input type="text"/>	%
	Systems	<input type="text"/>	%
	Other	<input type="text"/>	%
	Finance & Accounting Benchmark Rep	<input type="text"/>	%



Your Company	Exempt	<input type="text"/>	%
	Non-exempt	<input type="text"/>	%
	Contract	<input type="text"/>	%
	20, IQ BackOffice, Inc.	<input type="text"/>	%

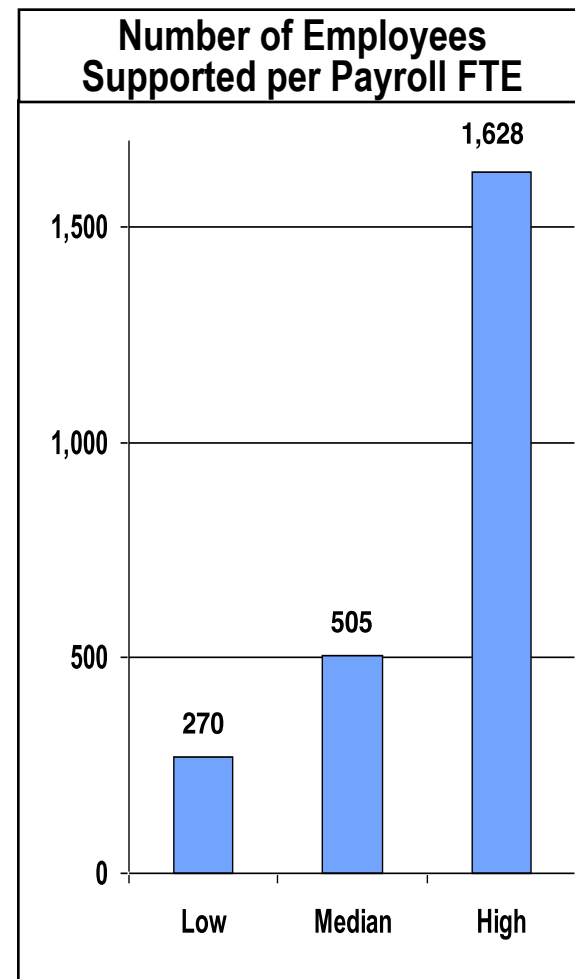
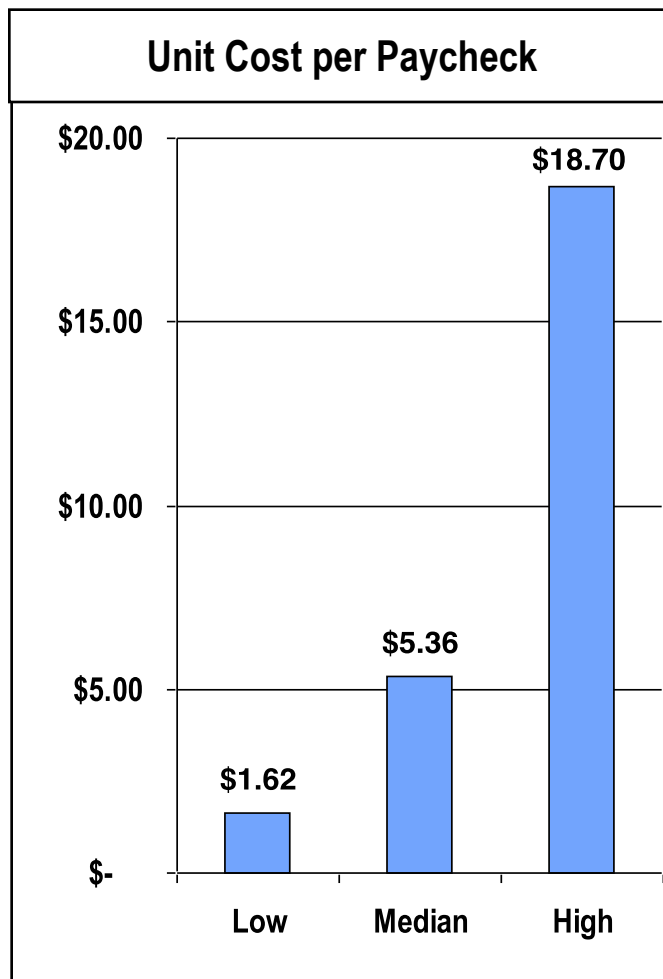
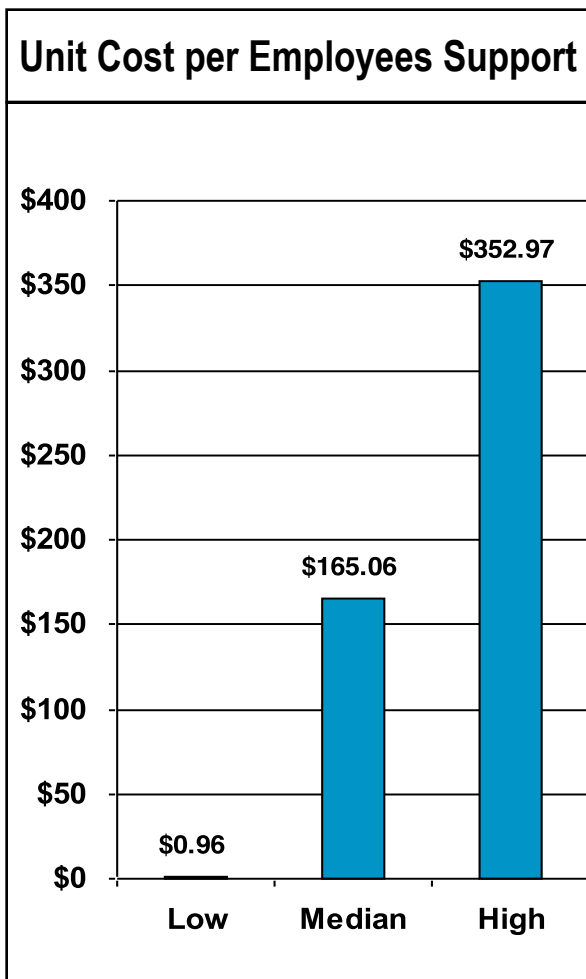


# Under Billion Dollar Revenue Participants



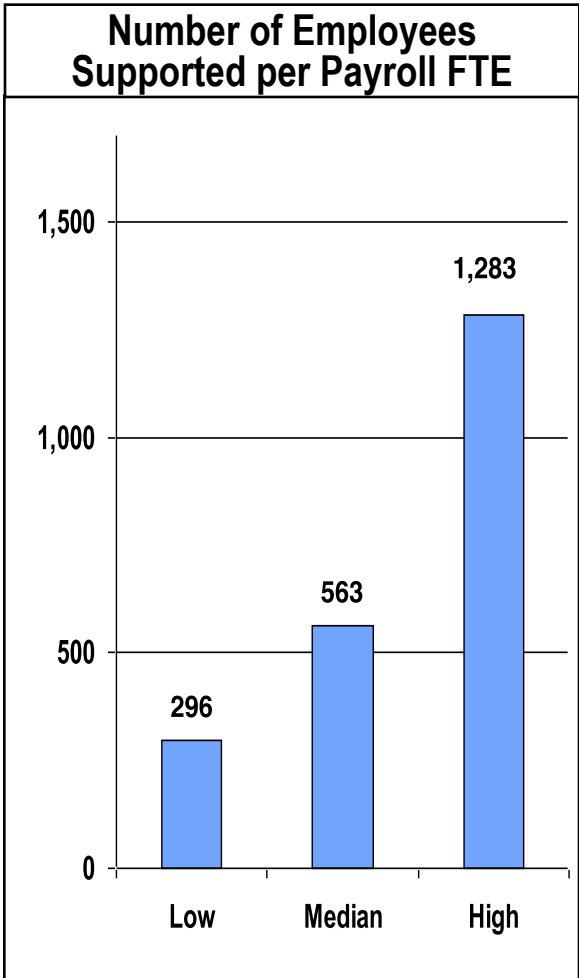
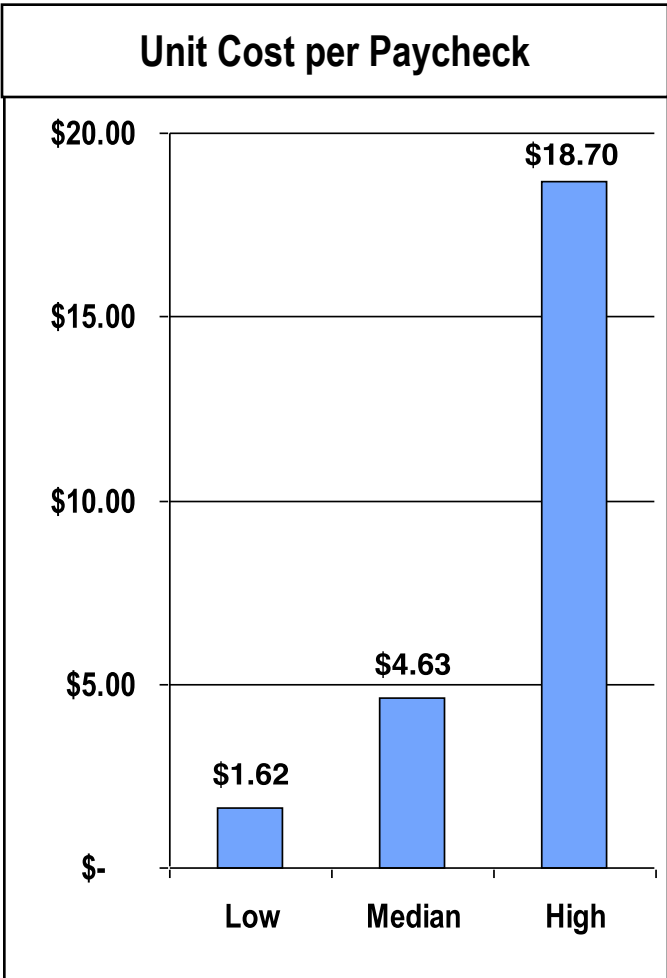
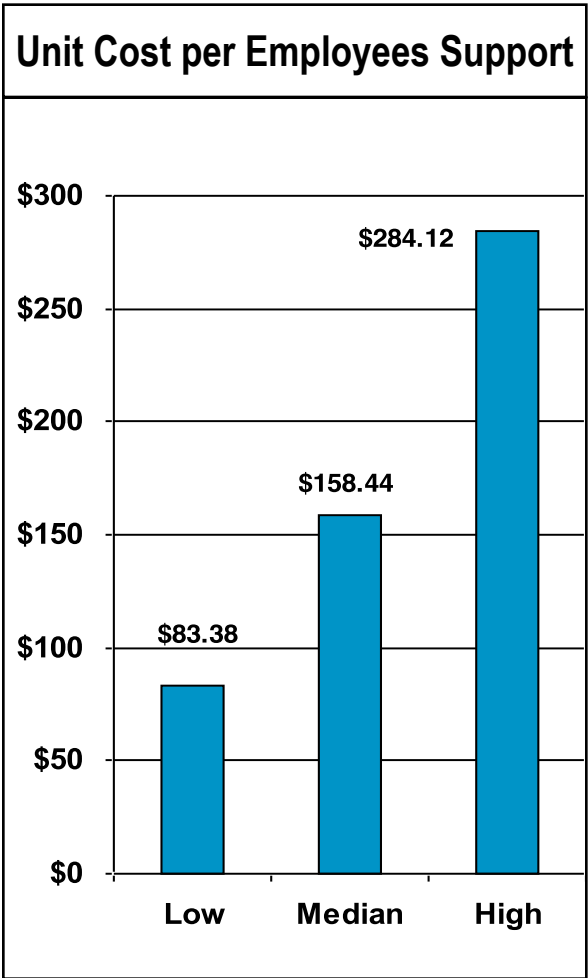


## All Participants



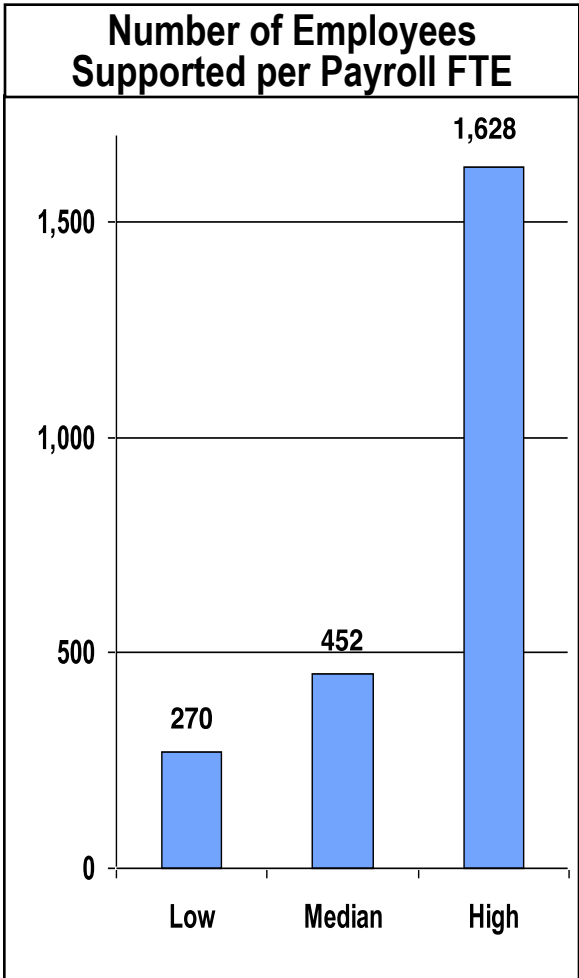
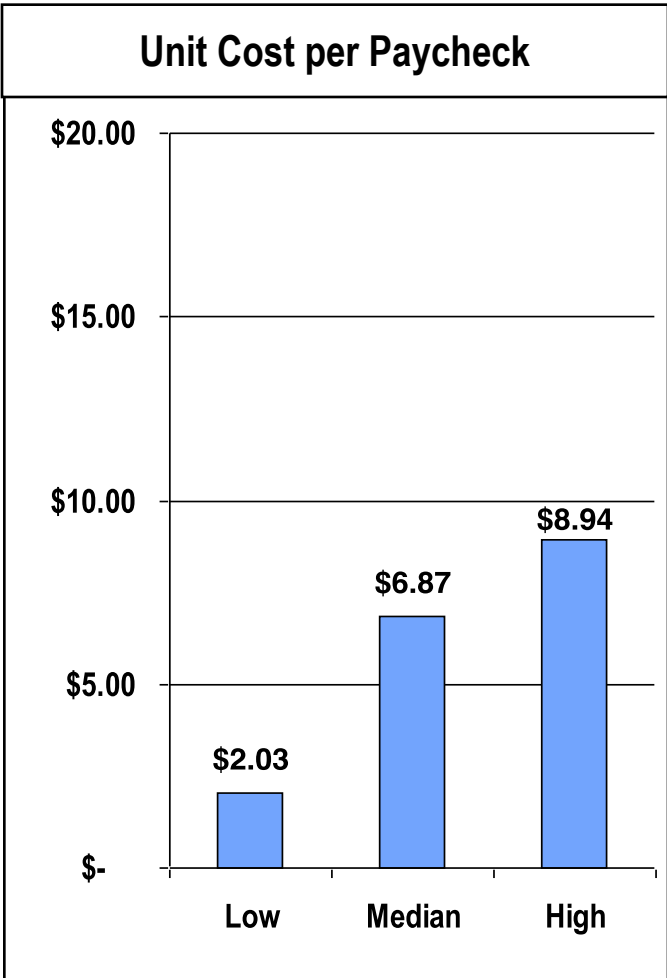


Over Billion Dollar Revenue Participants





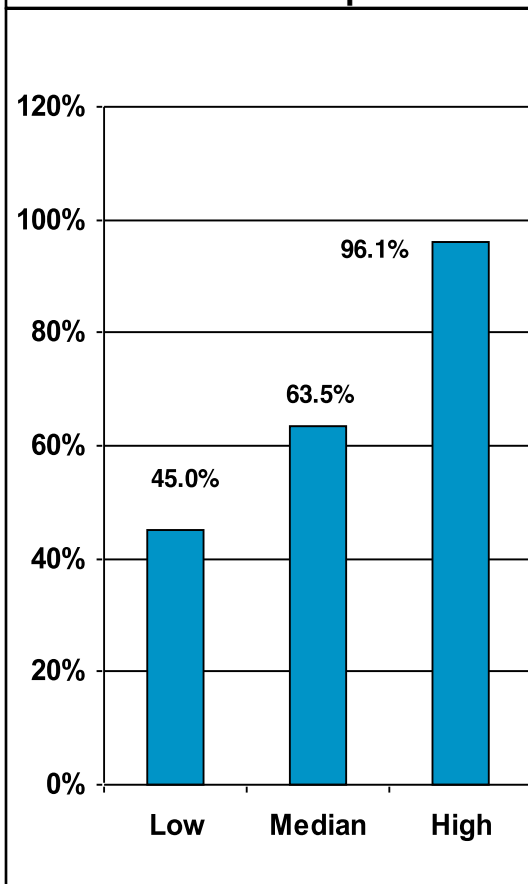
Under Billion Dollar Revenue Participants



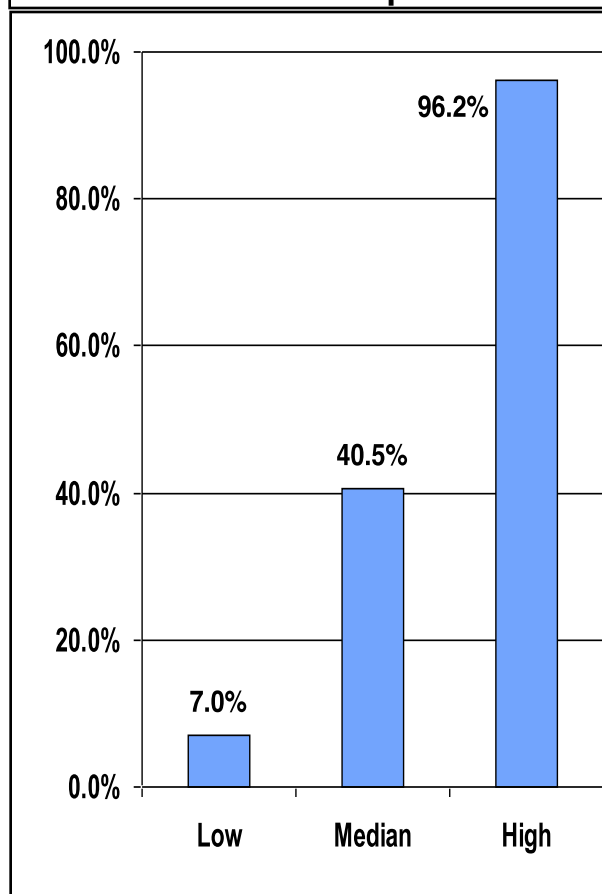


## All Participants

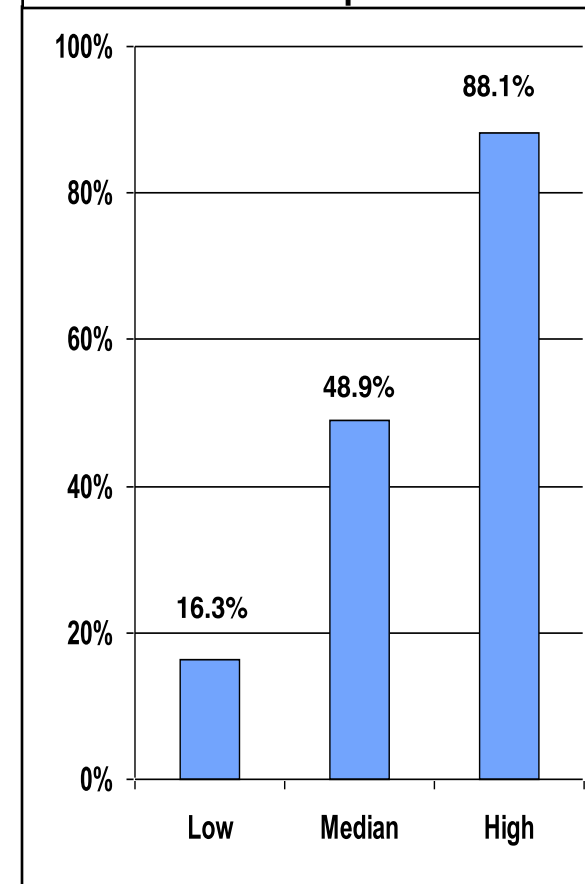
**Percent Exempt Employees with Direct Deposit**



**Percent Non-Exempt Employee with Direct Deposit**

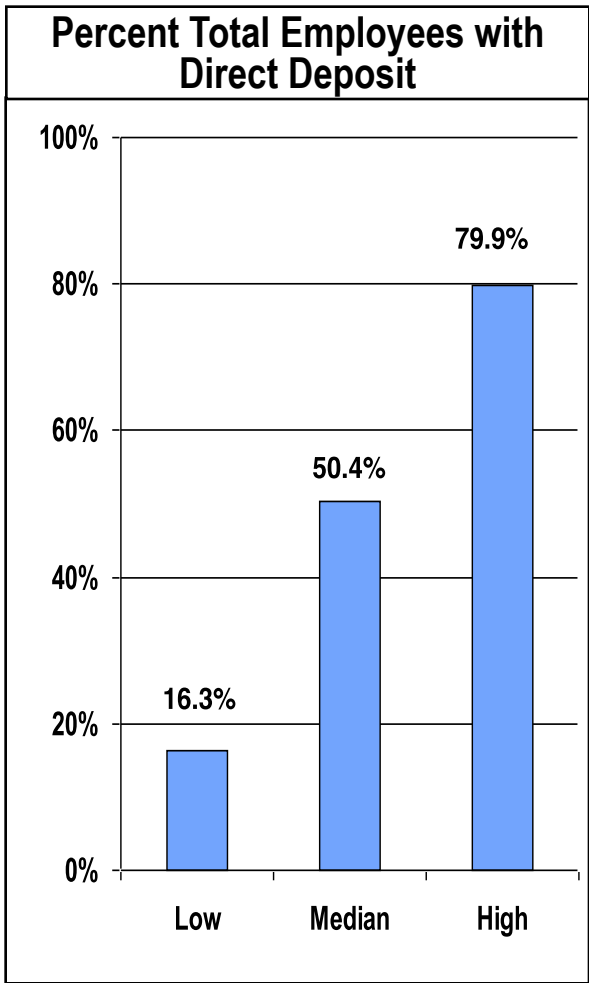
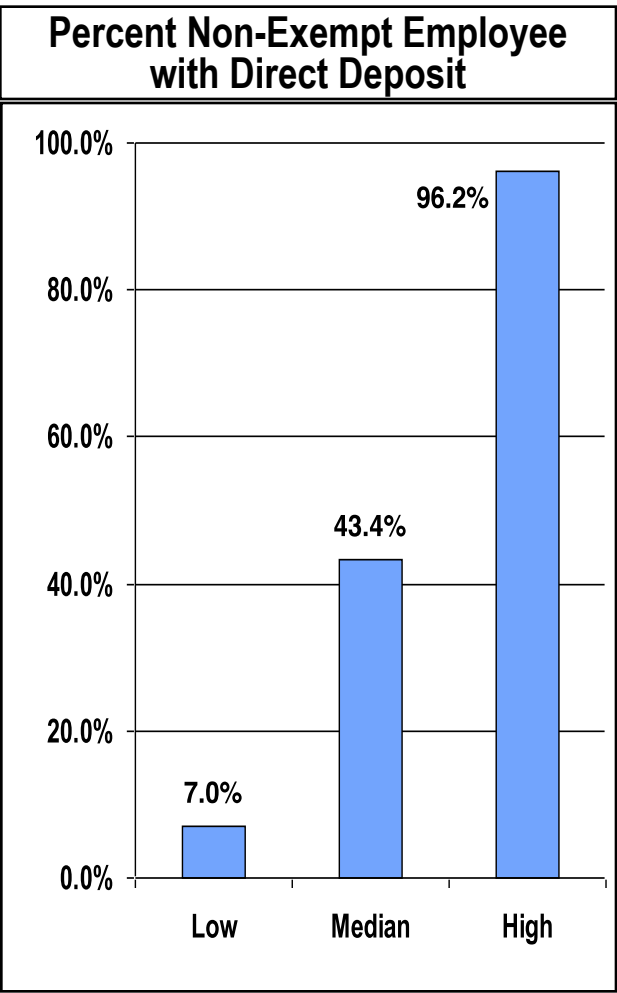
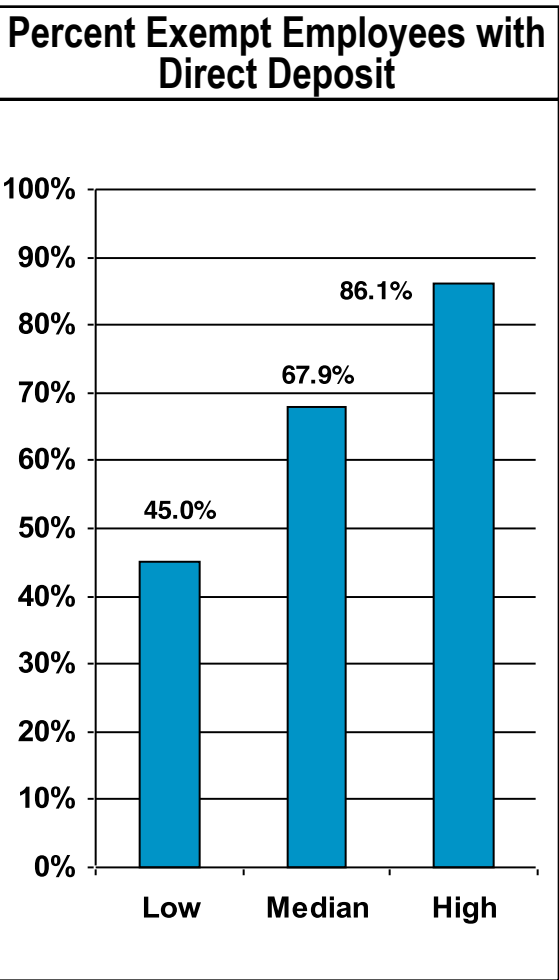


**Percent Total Employees with Direct Deposit**



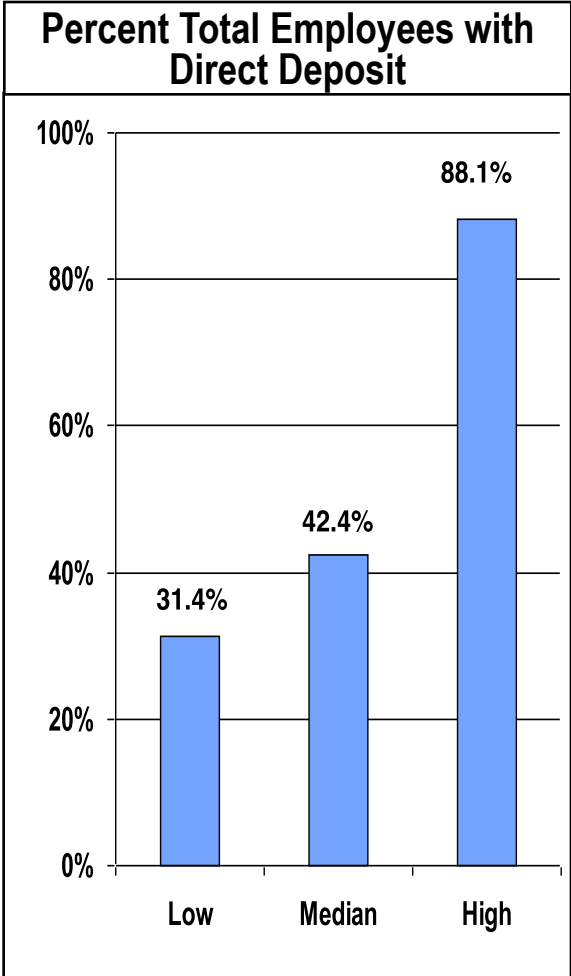
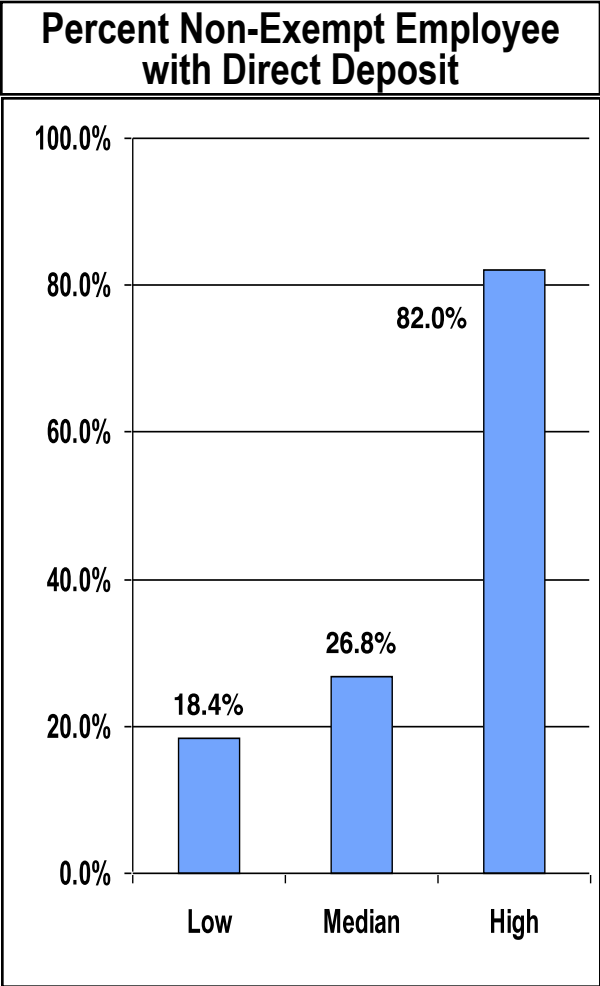
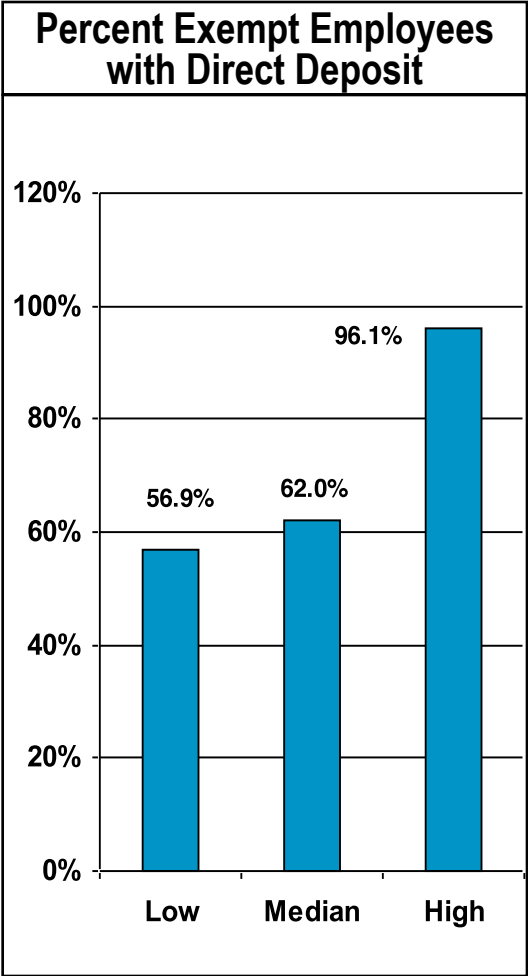


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants



Your Company

\$

\$

\$



## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.0005%	.00004%	.0001%	.001%
First Quartile	1.2	.006%	.0003%	.0008%	.008%
Second Quartile	3.0	.012%	.001%	.002%	.013%
Third Quartile	4.5	.018%	.004%	.004%	.029%
Fourth Quartile	19.2	.045%	.019%	.007%	.062%



## Over Billion Dollar Revenue Participants

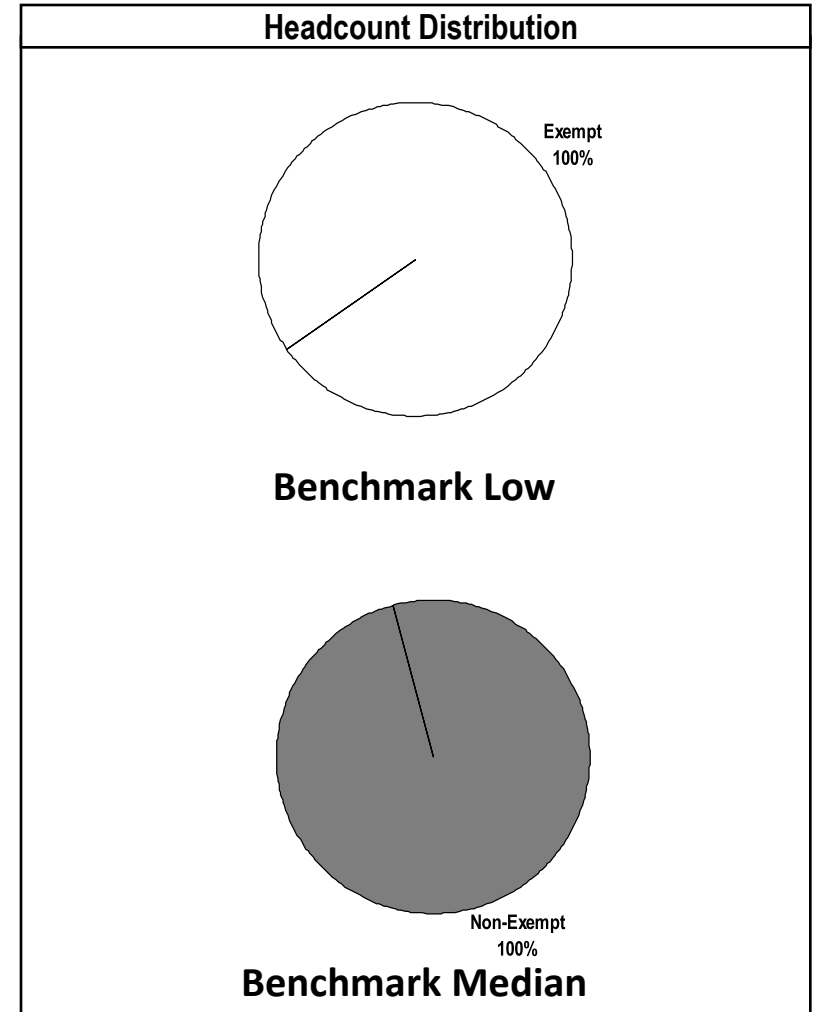
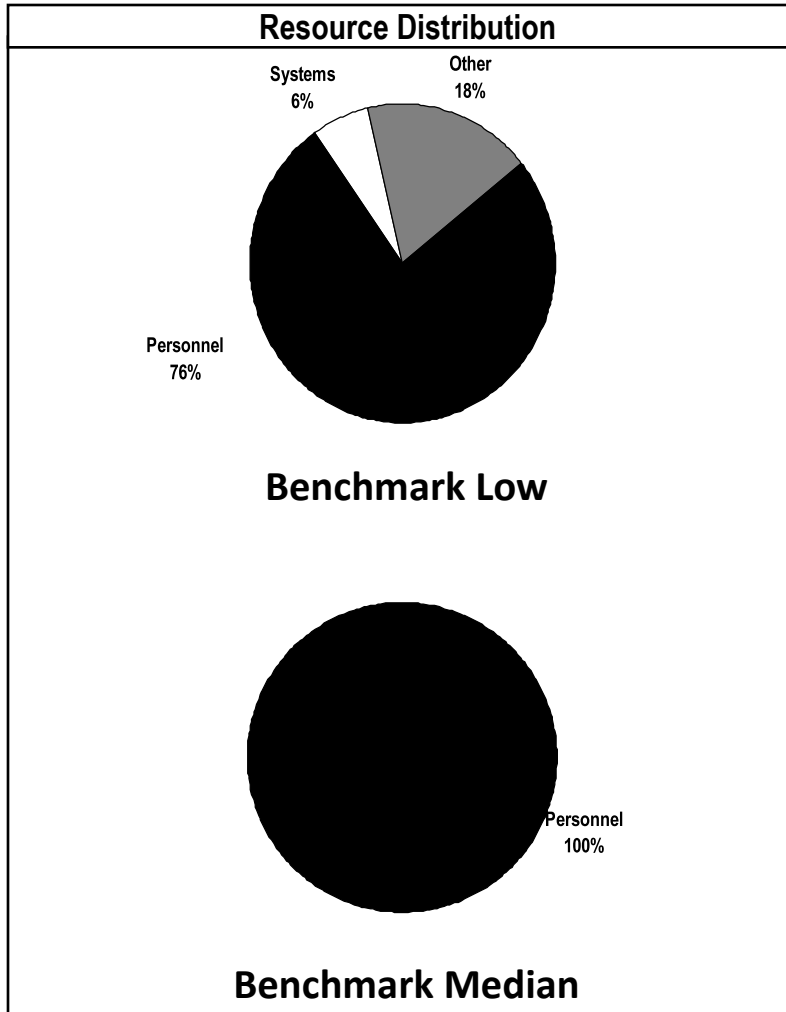
Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.0005%	.00004%	.0001%	.001%
First Quartile	1.0	.005%	.0002%	.0007%	.007%
Second Quartile	1.9	.007%	.0004%	.002%	.009%
Third Quartile	3.0	.013%	.002%	.003%	.017%
Fourth Quartile	8.0	.040%	0.16%	.005%	.061%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>



## Under Billion Dollar Revenue Participants

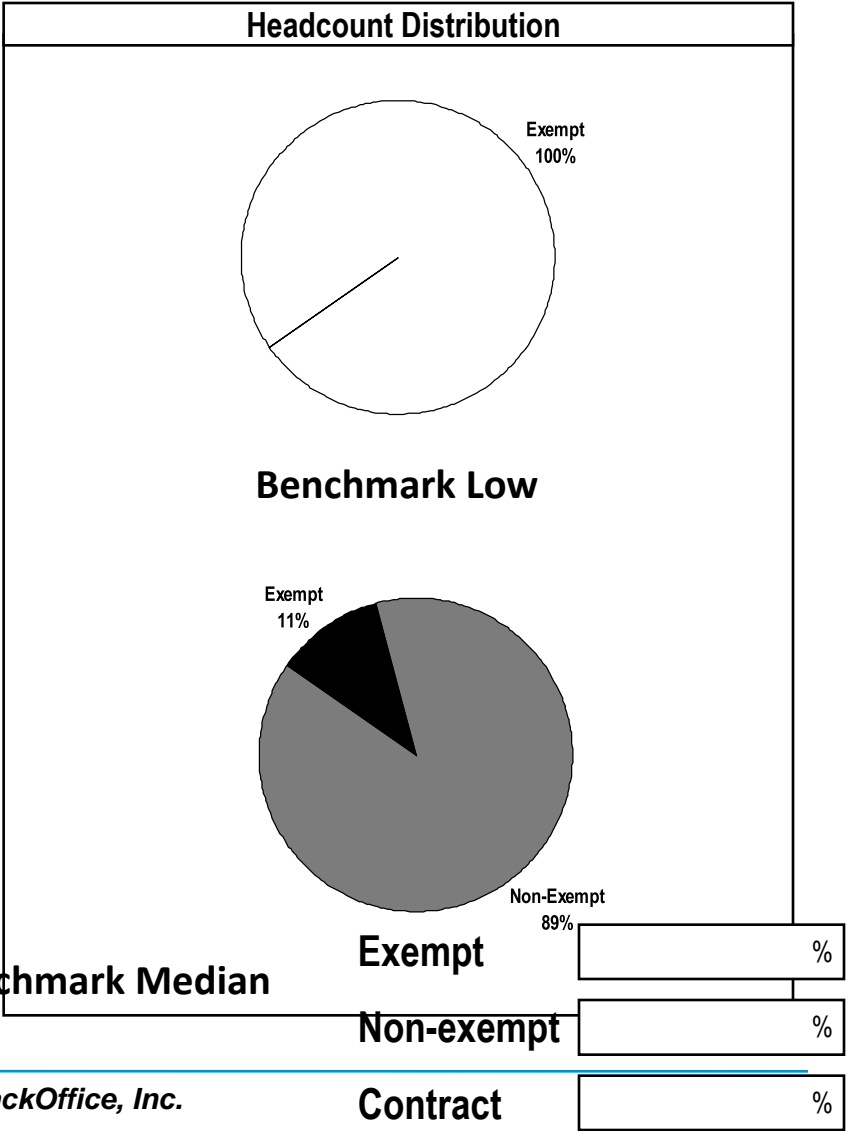
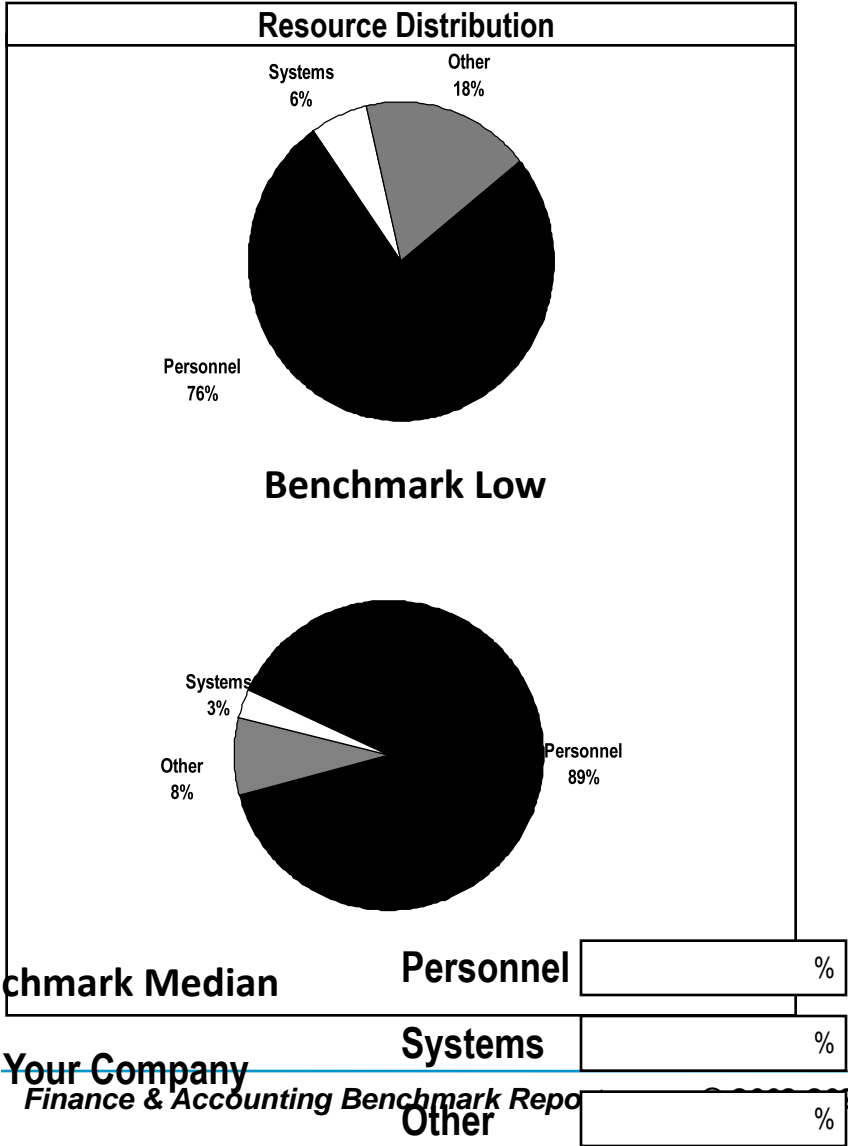
Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.03	.0005%	.002%	.0006%	.001%
First Quartile	.4	.013%	.002%	.0018%	.013%
Second Quartile	.5	.018%	.004%	.005%	.029%
Third Quartile	1.4	.029%	.010%	.0066%	.036%
Fourth Quartile	1.9	.045%	.019%	.007%	.062%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

## All Participants





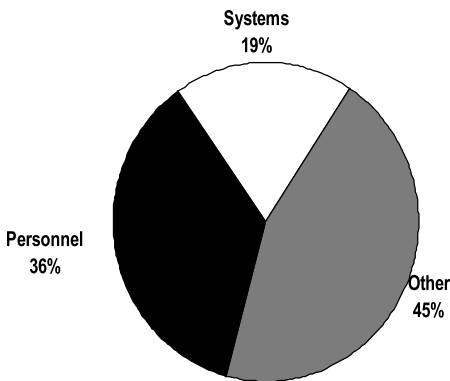
Over Billion Dollar Revenue Participants



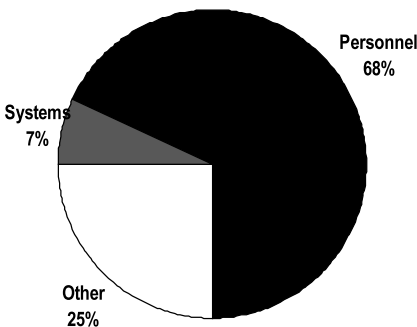


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low

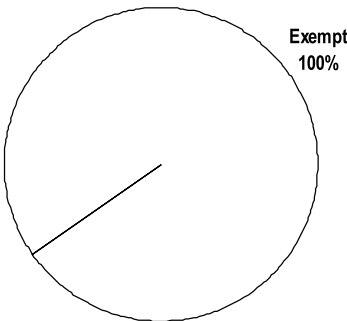


Personnel

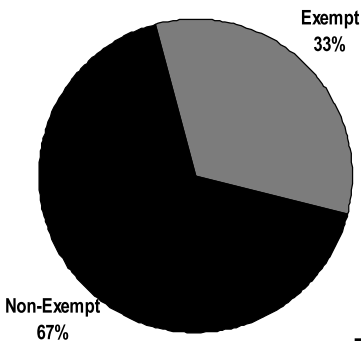
Systems

Other

Headcount Distribution



Benchmark Low



Exempt

Non-exempt

Contract

Benchmark Median

Your Company

Finance & Accounting Benchmark Report

20, IQ BackOffice, Inc.



## All Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	2.1	.009%	.001%	.003%	.018%
First Quartile	8.6	.038%	.009%	.007%	.064%
Second Quartile	11.1	.058%	.017%	.015%	.088%
Third Quartile	20.8	.089%	.043%	.021%	.164%
Fourth Quartile	72.0	.236%	.433%	.111%	.703%



## Over Billion Dollar Revenue Participants

### Headcount and Cost

	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	2.1	.009%	.001%	.004%	.018%	Lowest Value
First Quartile	7.7	.036%	.009%	.007%	.064%	First Quartile
Second Quartile	10.1	.052%	.017%	.014%	.081%	Second Quartile
Third Quartile	11.1	.060%	.032%	.163%	.097%	Third Quartile
Fourth Quartile	18.7	.155%	.122%	.031%	.235%	Fourth Quartile

Your Company

Personnel

 %

Exempt

 %

Systems

 %

Non-exempt

 %

Other

 %

Contract

 %



## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.3	.013%	.002%	.029%	.024%
First Quartile	1.1	.069%	.015%	.007%	.106%
Second Quartile	2.5	.109%	.033%	.019%	.182%
Third Quartile	4.8	.152%	.057%	.029%	.238%
Fourth Quartile	7.2	.236%	.433%	.111%	.703%

Your Company

Personnel

 %

Exempt

 %

Systems

 %

Non-exempt

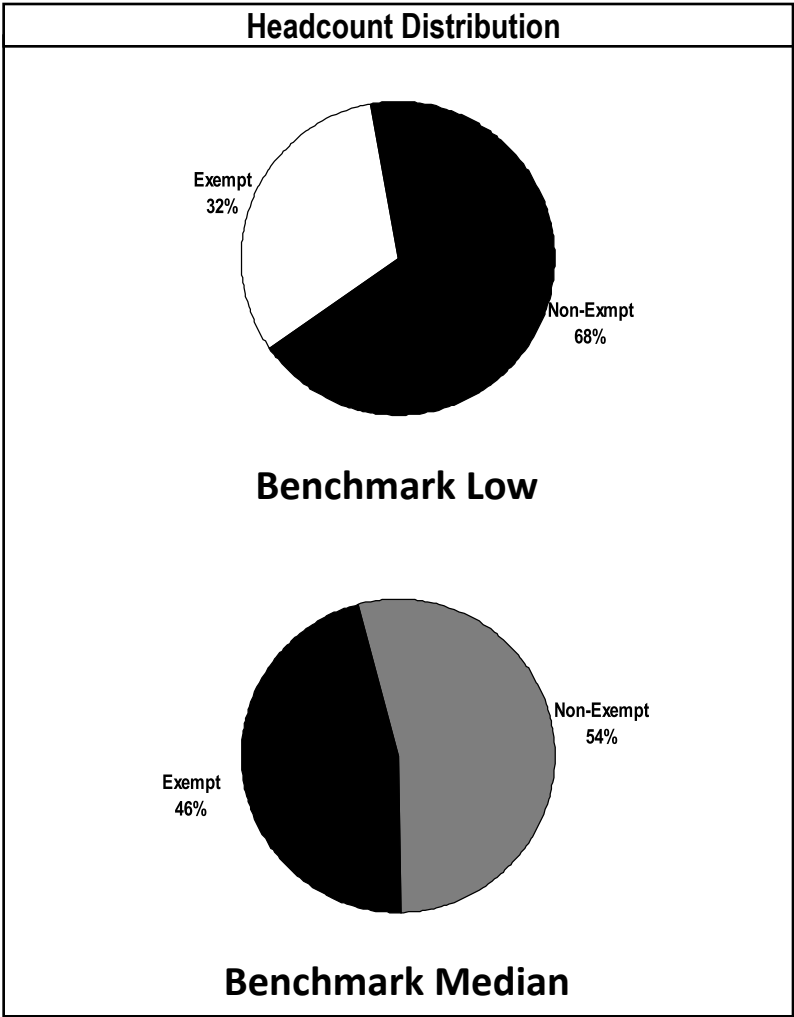
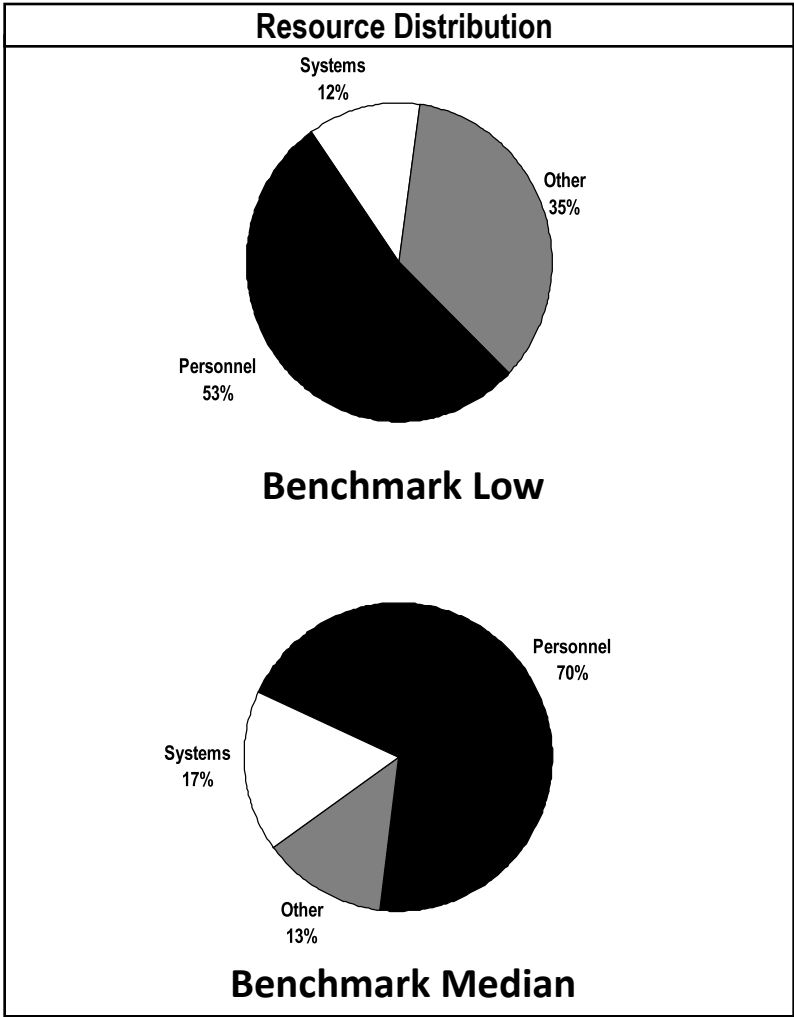
 %

 %

 %

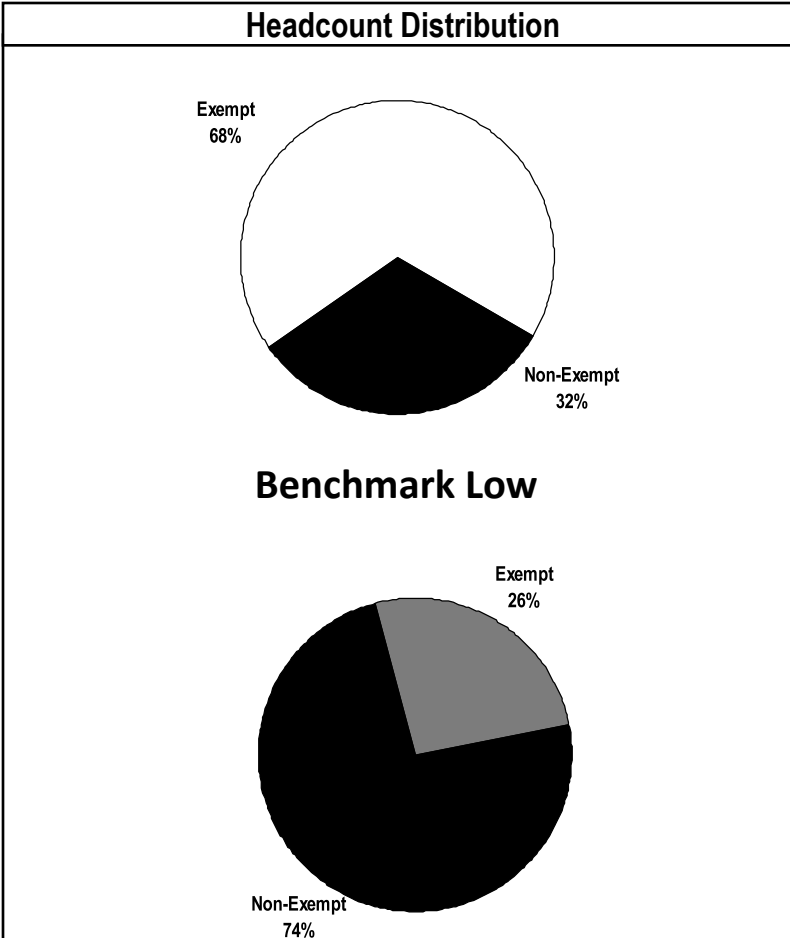
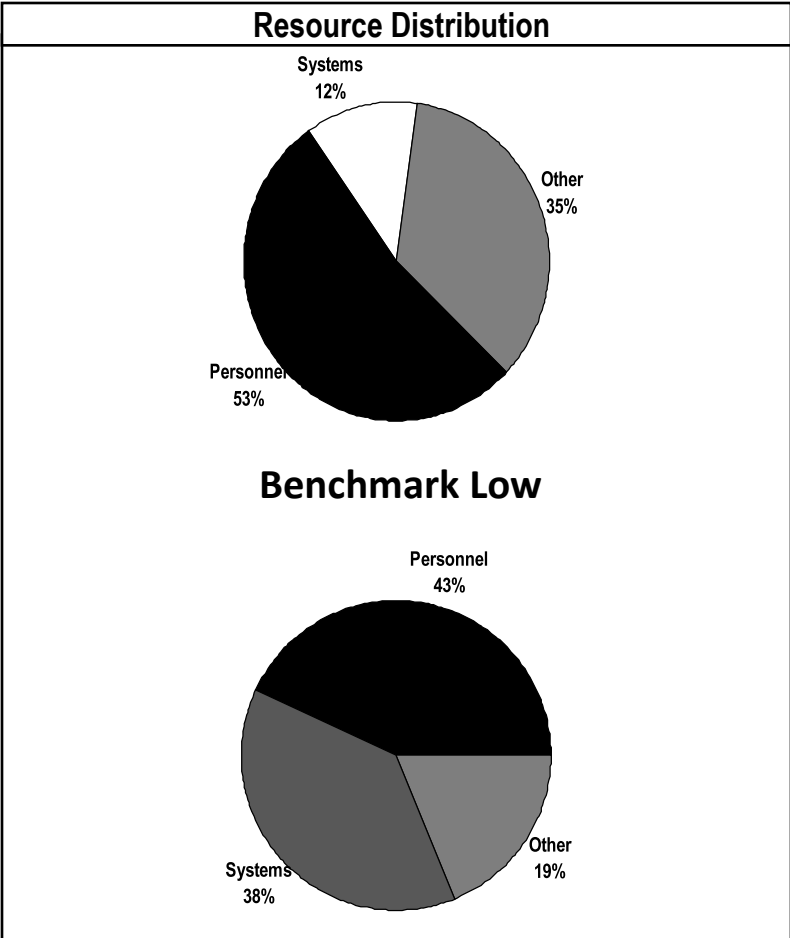


All Participants





Over Billion Dollar Revenue Participants

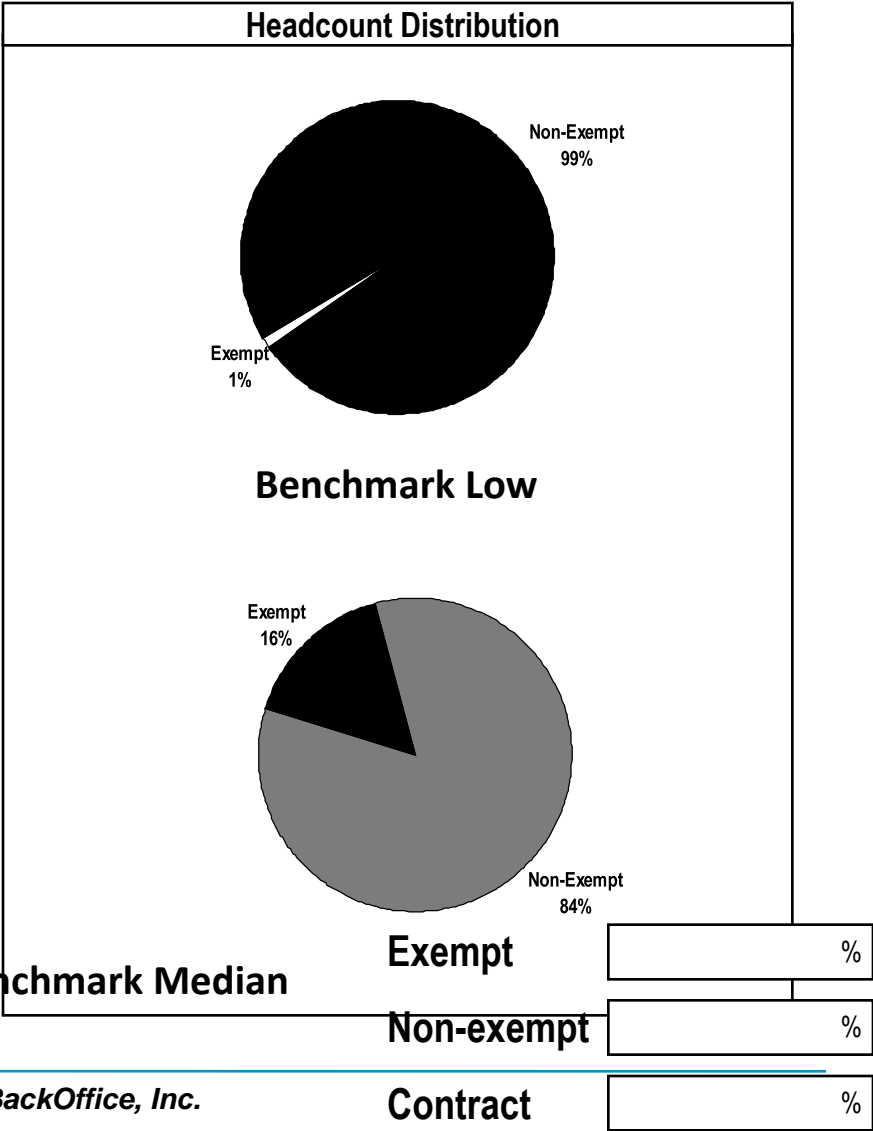
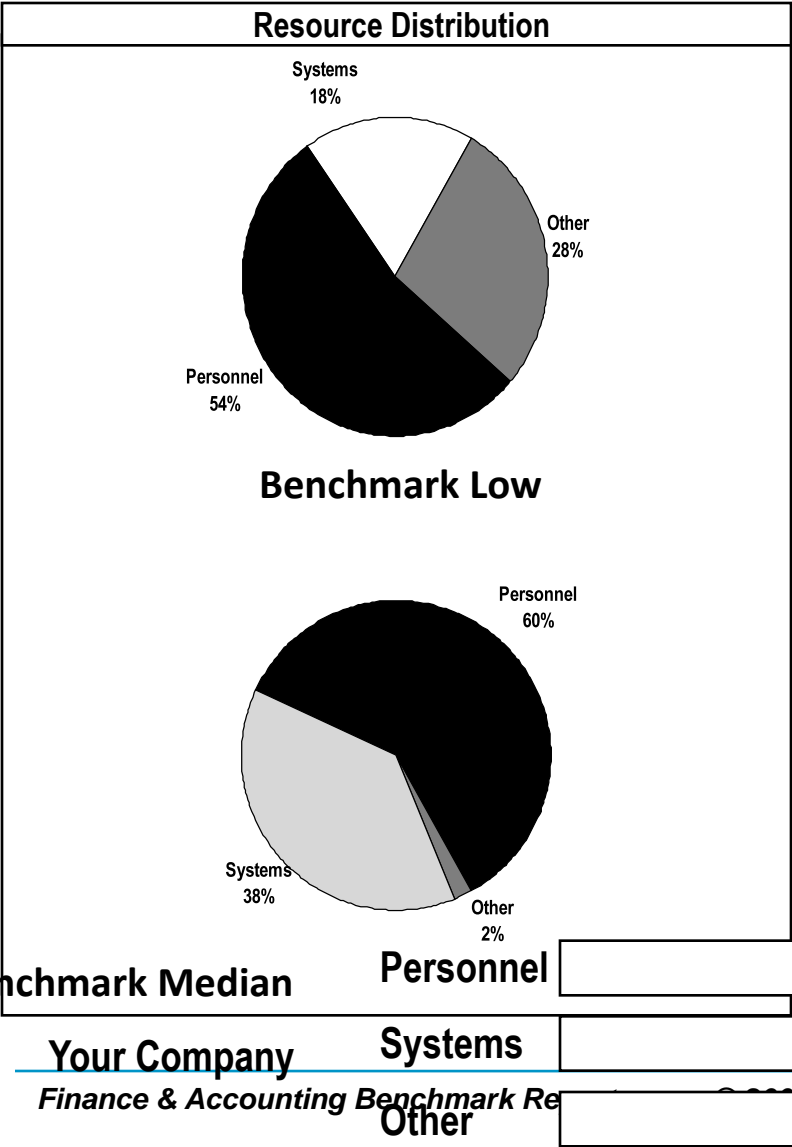


Benchmark Median	Personnel	<input type="text"/>	%
Your Company	Systems	<input type="text"/>	%
	Other	<input type="text"/>	%

Benchmark Median	Exempt	<input type="text"/>	%
Your Company	Non-exempt	<input type="text"/>	%
	Contract	<input type="text"/>	%



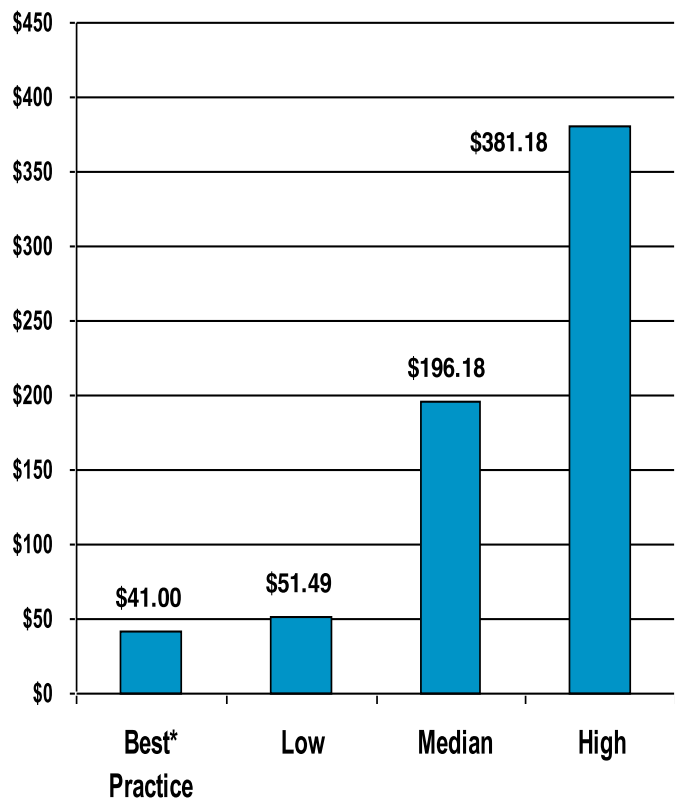
Under Billion Dollar Revenue Participants



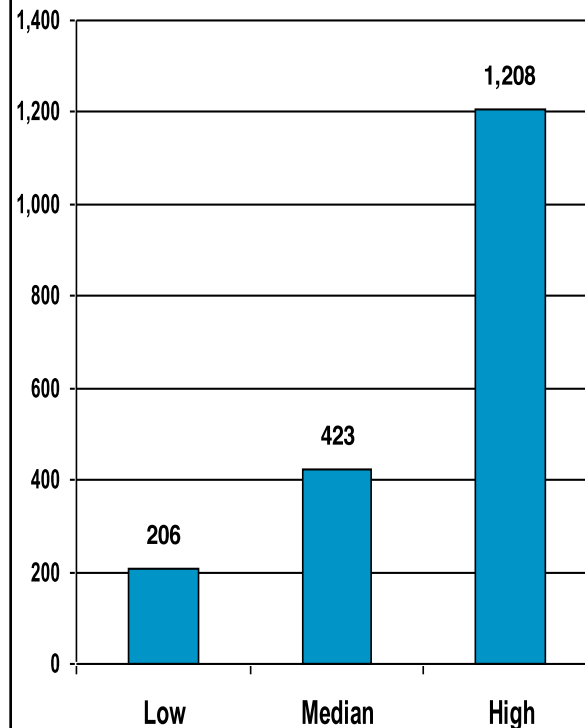


## All Participants

**Unit Cost per Employees Supported**

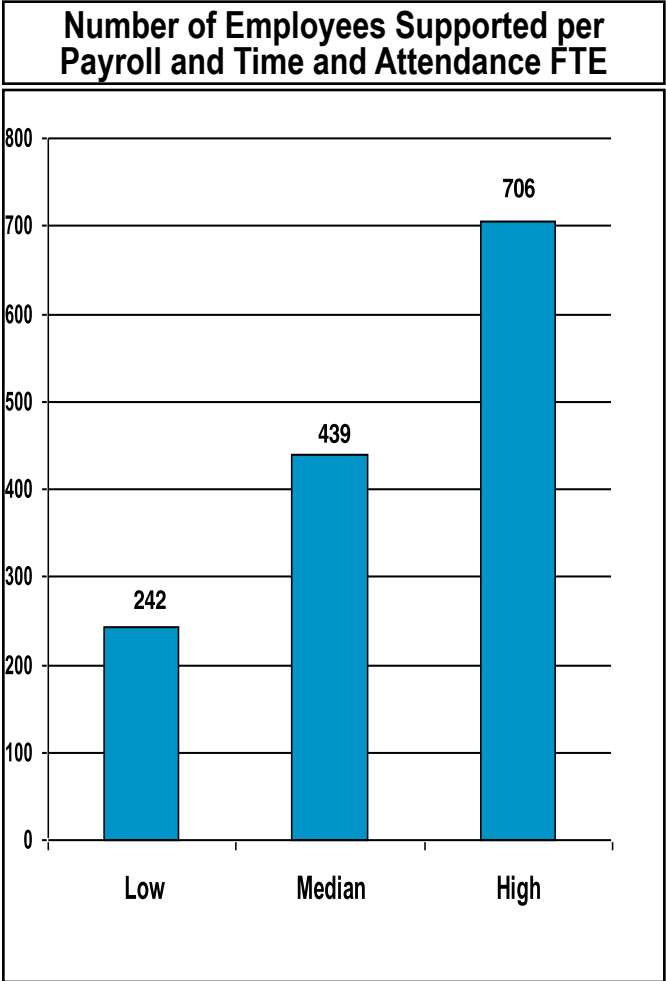
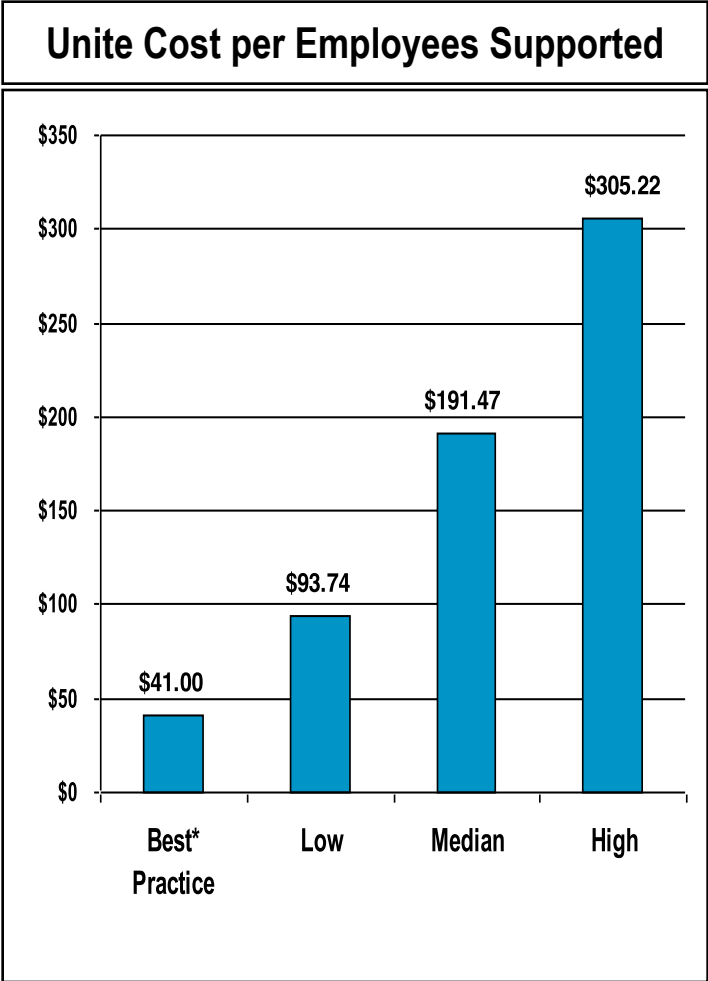


**Number of Employees Supported per Payroll and Time and Attendance FTE**





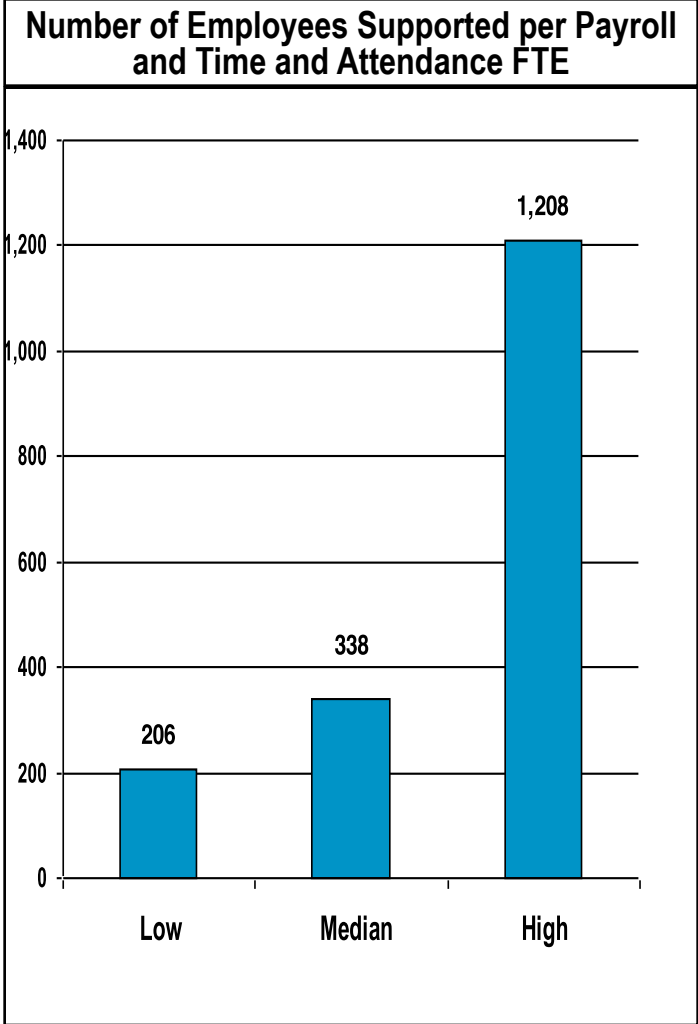
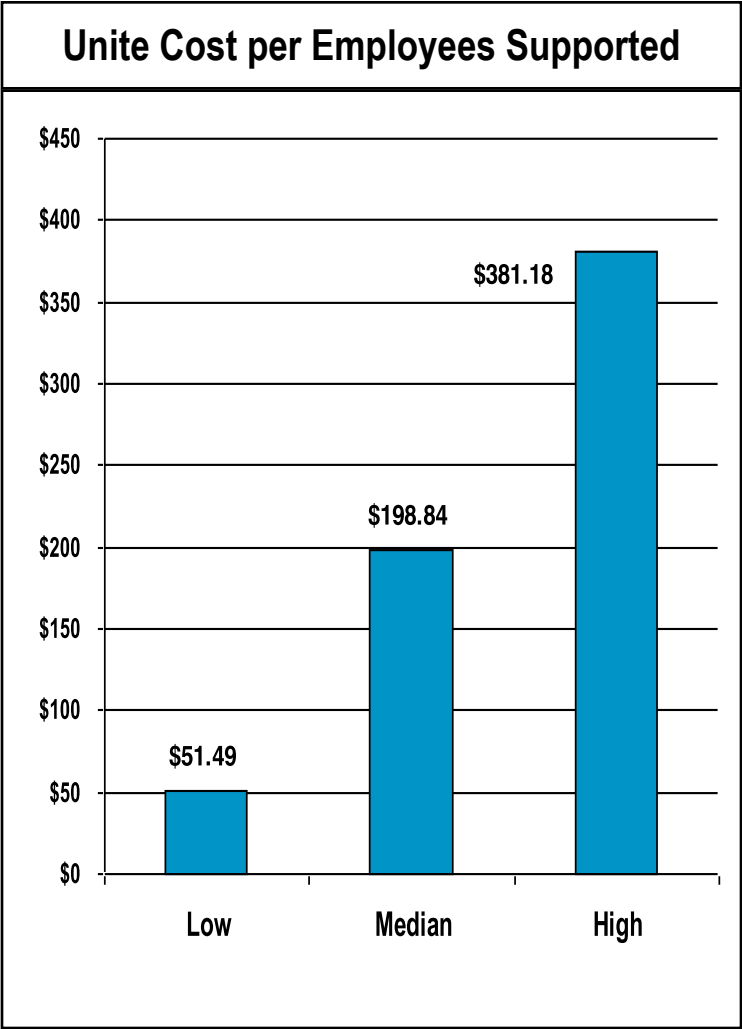
Over Billion Dollar Revenue Participants



\*Per 1991 Shared Service



Under Billion Dollar Revenue Participants



## All Participants

### Headcount and Cost

Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Overhead	Total
Lowest Value	2.1	.009%	.003%	.001%	.012%
First Quartile	8.1	.035%	.008%	.008%	.052%
Second Quartile	15.1	.073%	.016%	.017%	.081%
Third Quartile	31.3	.136%	.037%	.036%	.0216%
Fourth Quartile	243.7	.561%	.246%	.594%	.905%



## Over Billion Dollar Revenue Participants

### Headcount and Cost

#### Cost as a Percent of Revenue

Headcount  
per \$ Billion  
Revenues

Personnel

Systems

Overhead

Total

Lowest  
Value

2.1

.009%

.002%

.001%

.012%

Lowest  
Value

First  
Quartile

5.8

.023%

.008%

.008%

.040%

First  
Quartile

Second  
Quartile

9.7

.041%

.016%

.015%

.064%

Second  
Quartile

Third  
Quartile

23.3

.110%

.034%

.033%

.188%

Third  
Quartile

Fourth  
Quartile

59.0

.353%

.0246%

.0594%

.905%

Fourth  
Quartile

Your Company

%

%

%

%

%

Improvement Potential

%

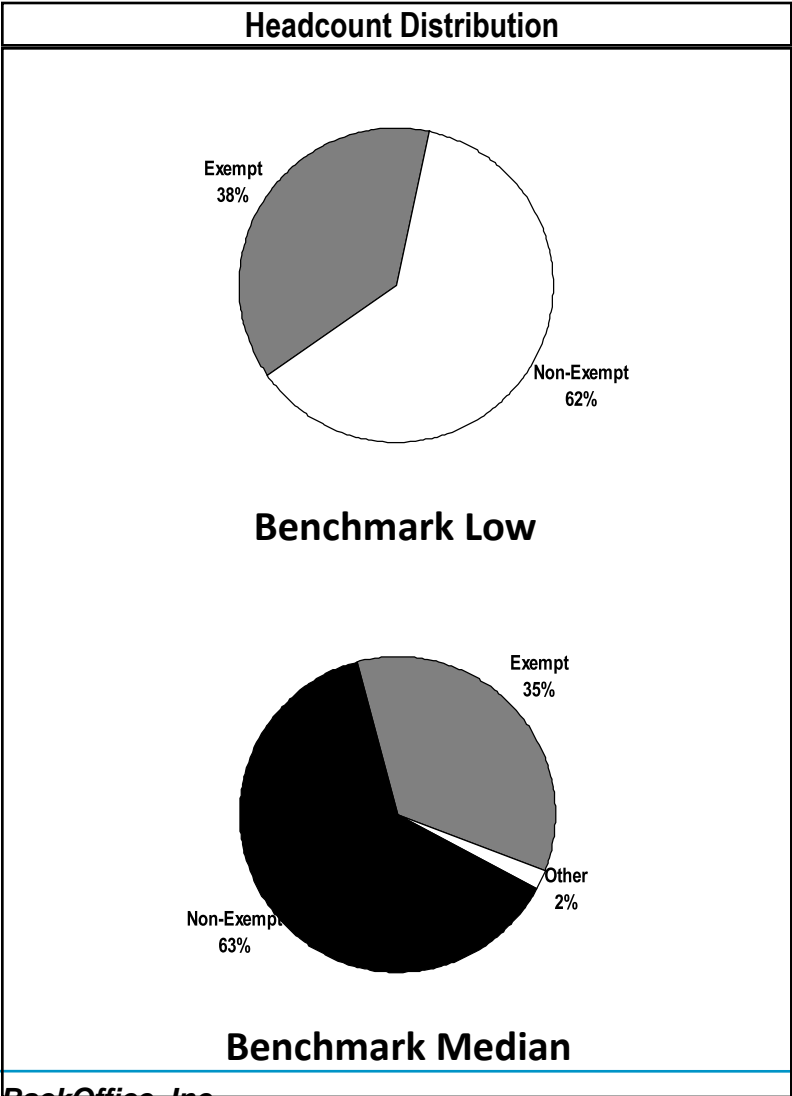
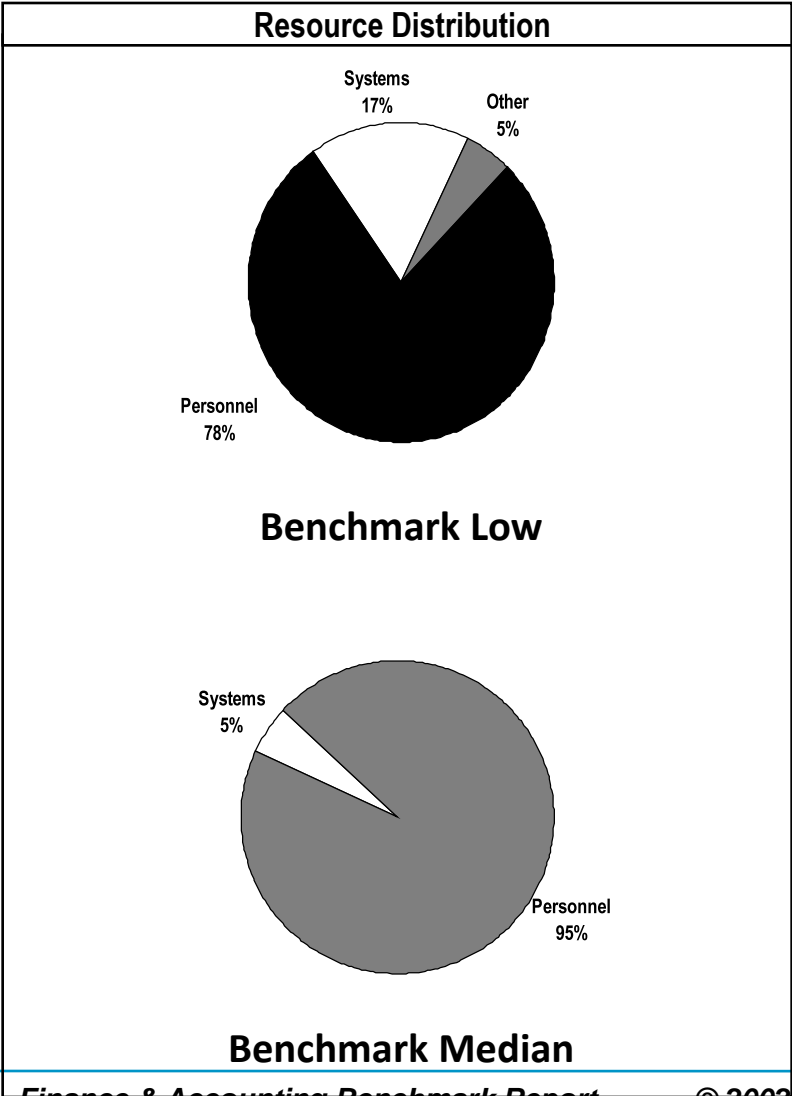


## Under Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$100 Million Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.9	.045%	.004%	.003%	.058%
First Quartile	1.5	.052%	.008%	.010%	.072%
Second Quartile	2.3	.091%	.017%	.025%	.141%
Third Quartile	8.6	.209%	.059%	.034%	.328%
Fourth Quartile	24.4	.561%	.211%	.061%	.792%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					<input type="text"/>



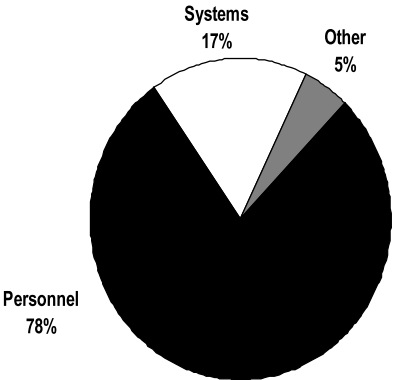
# All Participants



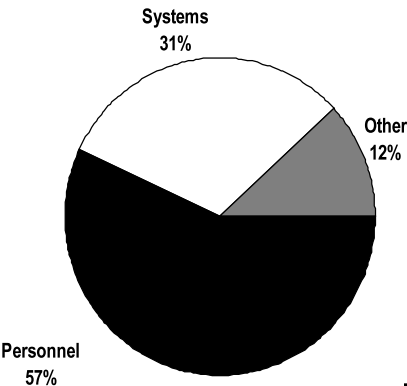


# Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



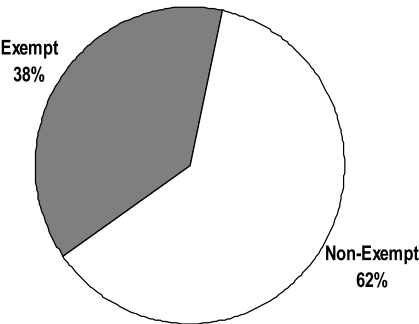
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

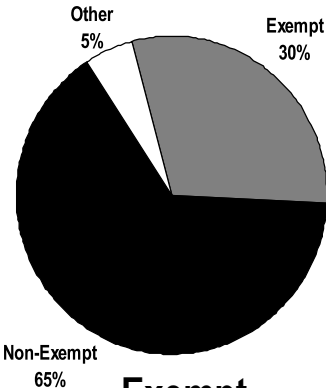
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



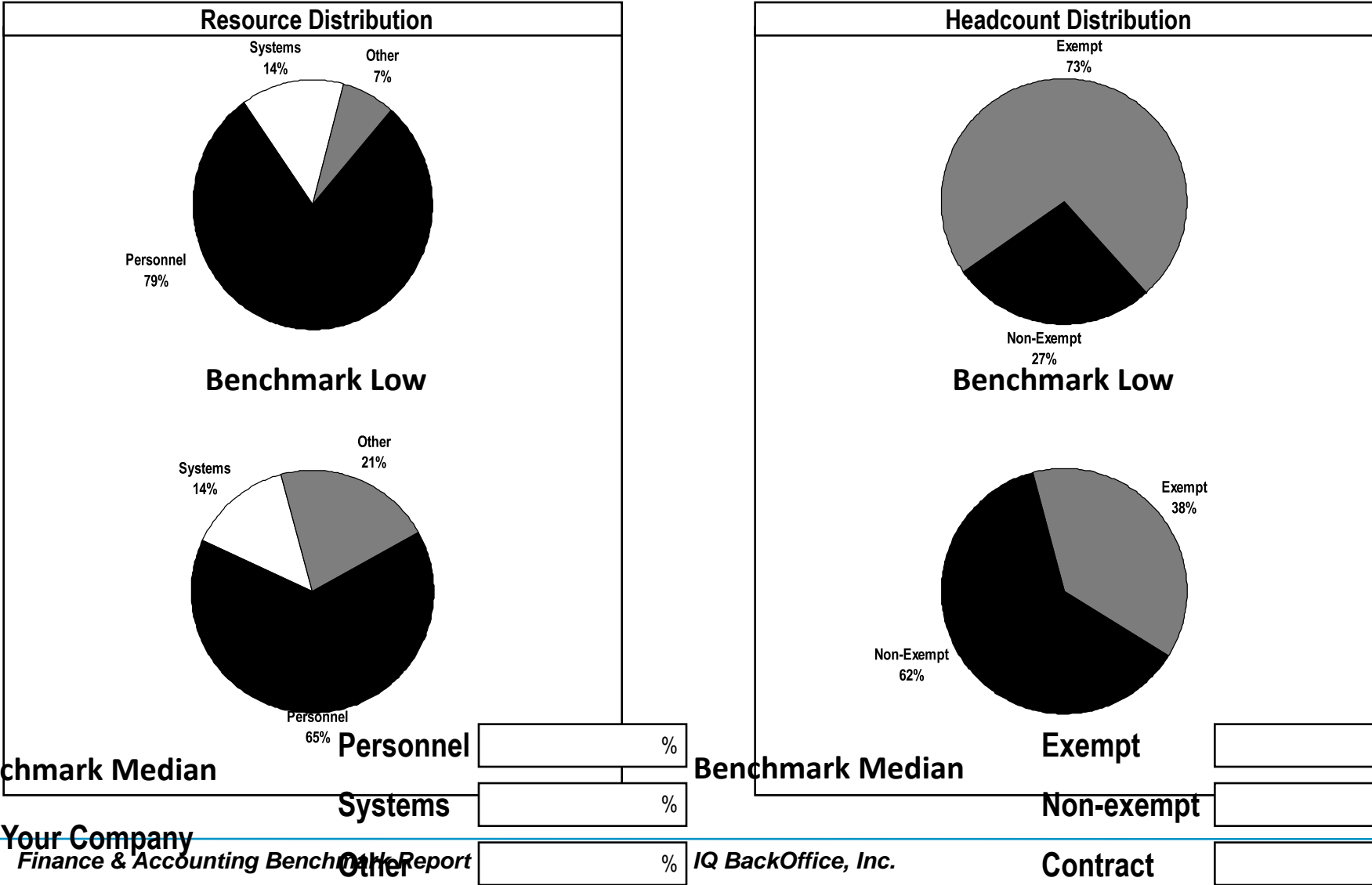
Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

IQ BackOffice, Inc.

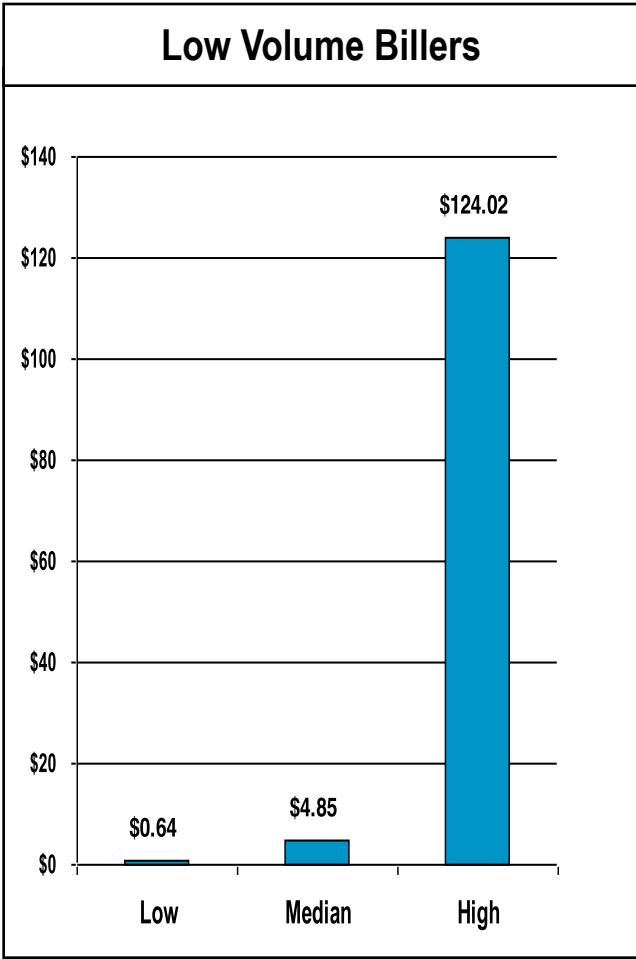
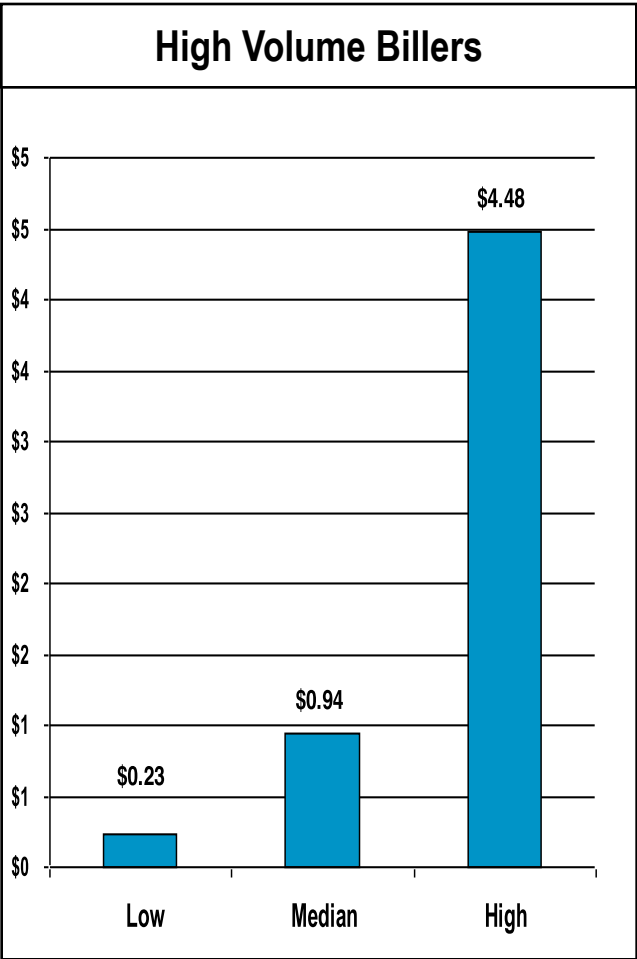


# Under Billion Dollar Revenue Participants



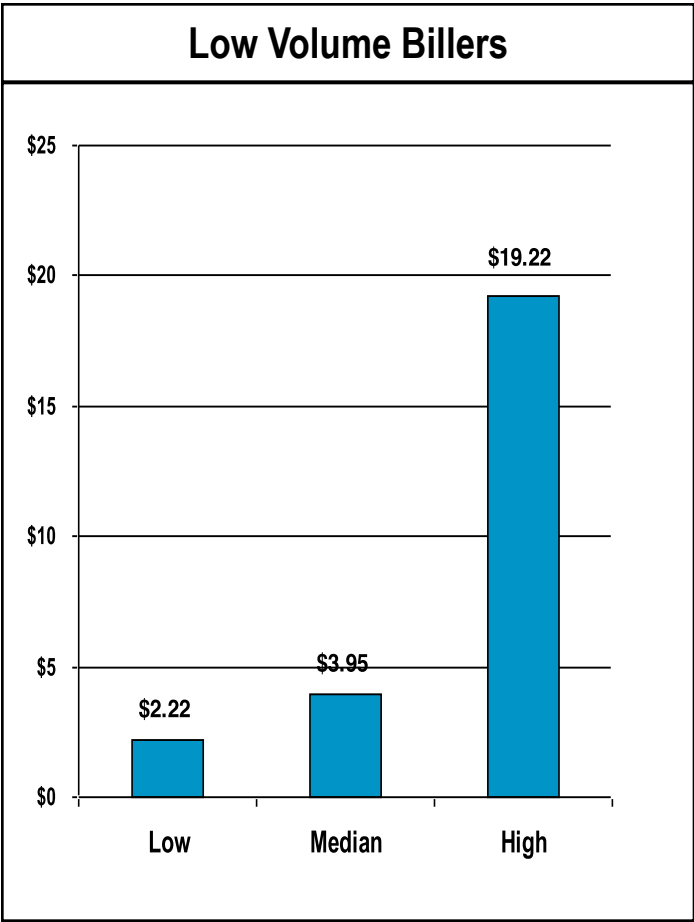
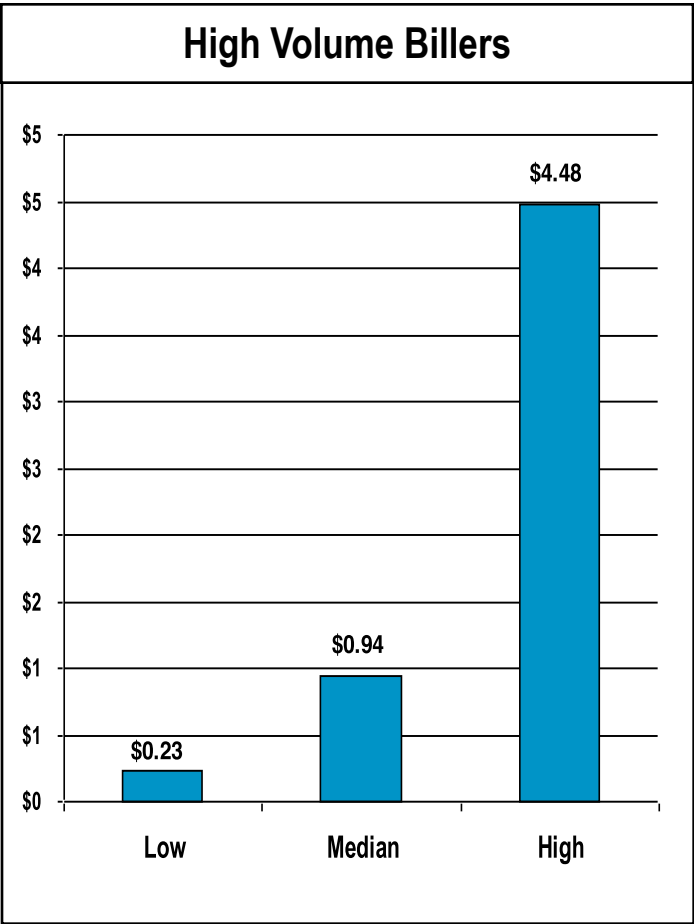


All Participants



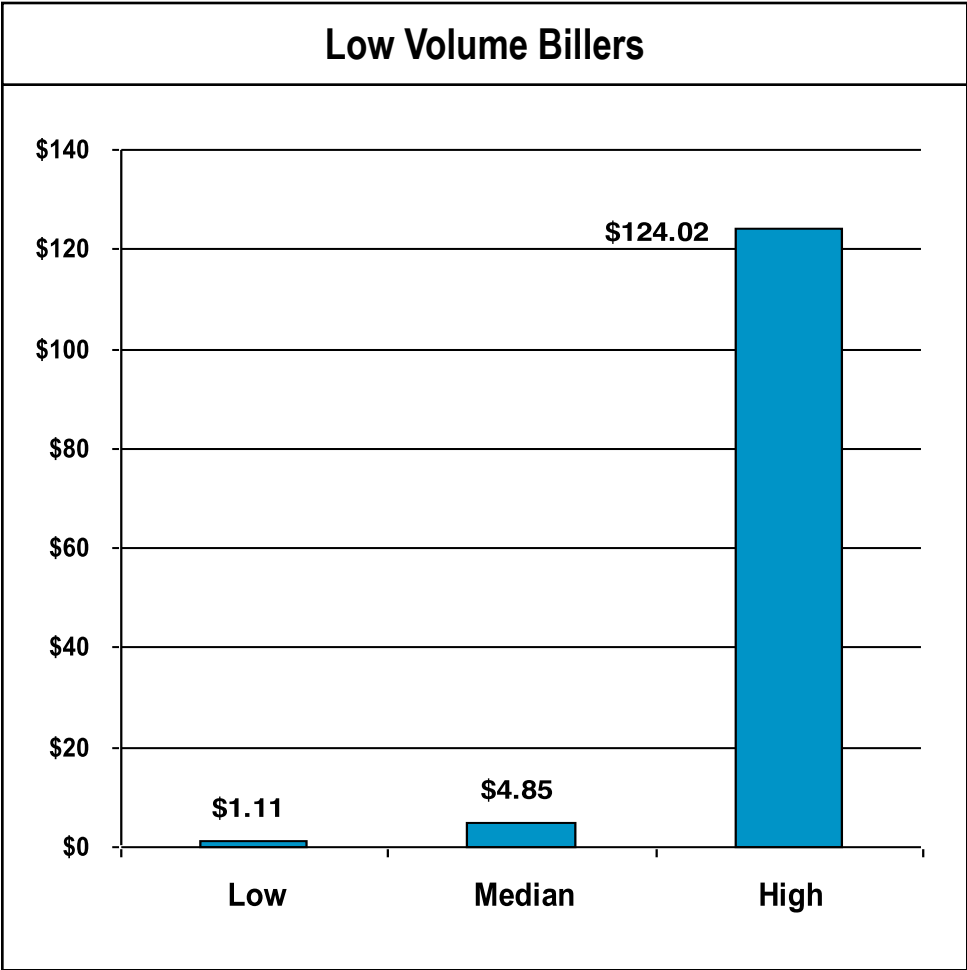


Over Billion Dollar Revenue Participants





# Under Billion Dollar Revenue Participants



## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.001%	.00002%	.0003%	.001%
First Quartile	2.8	.011%	.002%	.003%	.014%
Second Quartile	7.0	.023%	.006%	.006%	.034%
Third Quartile	13.8	.041%	.018%	.015%	.055%
Fourth Quartile	201.5	.968%	.053%	.125%	1.146%

## Over Billion Dollar Revenue Participants

### Headcount and Cost

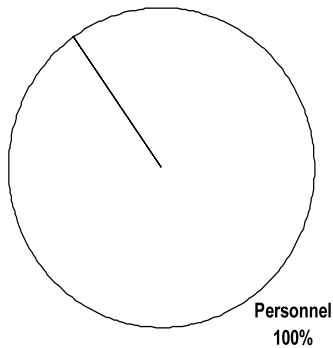
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Overhead	Total	
Lowest Value	.004	.00004%	.00002%	.0000002%	.00004%	Lowest Value
First Quartile	1.4	.006%	.001%	.003%	.007%	First Quartile
Second Quartile	3.0	.016%	.005%	.005%	.026%	Second Quartile
Third Quartile	9.6	.038%	.022%	.012%	.048%	Third Quartile
Fourth Quartile	201.5	.968%	.053%	.125%	1.146%	Fourth Quartile
Your Company	%	%	%	%	%	

## Under Billion Dollar Revenue Participants

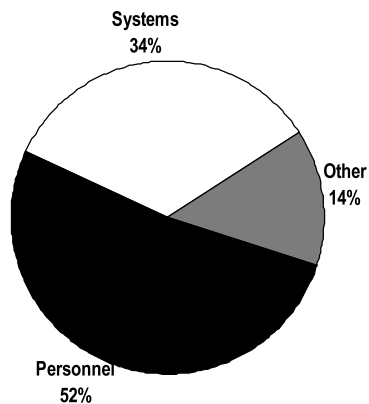
Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.004%	.002%	.0003%	.040%
First Quartile	.4	.012%	.006%	.003%	.020%
Second Quartile	.9	.026%	.010%	.006%	.042%
Third Quartile	1.4	.049%	.015%	.015%	.068%
Fourth Quartile	5.1	.161%	.043%	.031%	.235%
Your Company					
Improvement Potential					
Finance & Accounting Benchmark Report					
© 2002-2020, IQ BackOffice, Inc.					
at First Quartile Break					\$

## All Participants

Resource Distribution

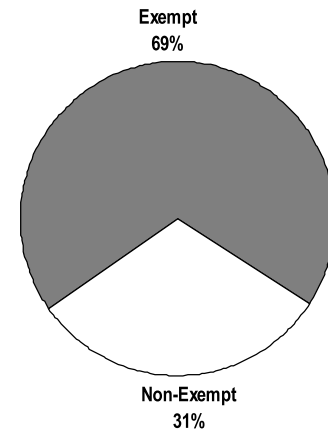


**Benchmark Low**

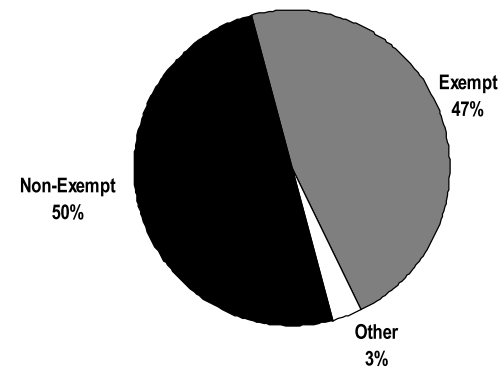


**Benchmark Median**

Headcount Distribution



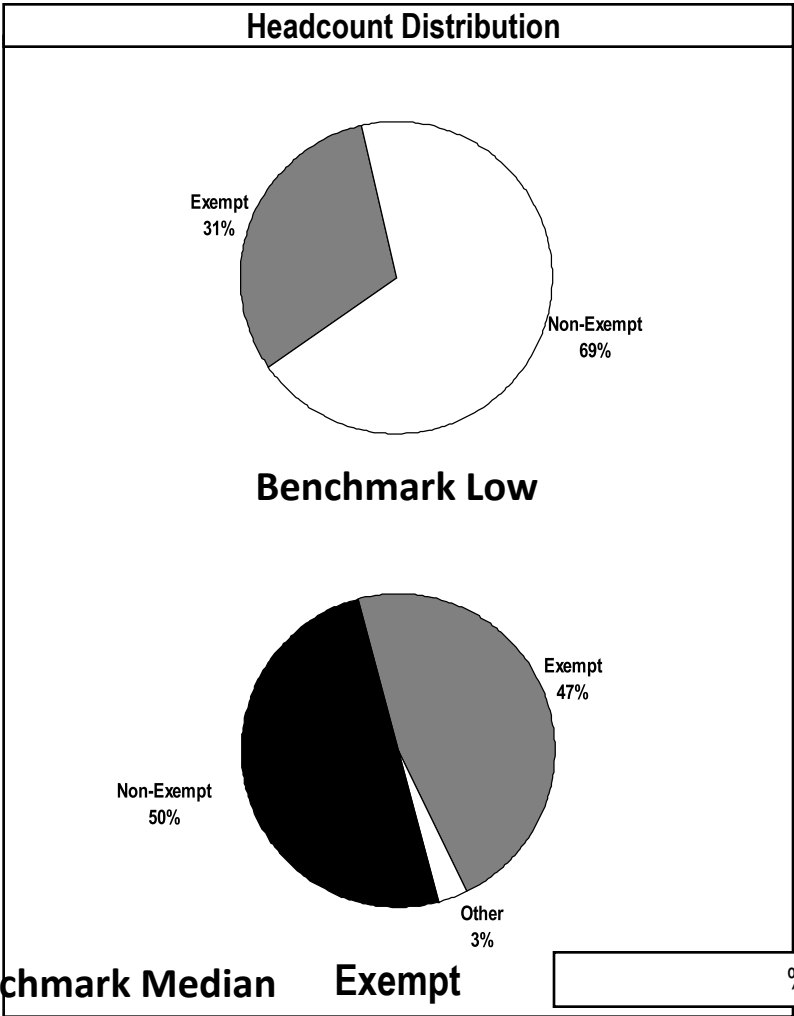
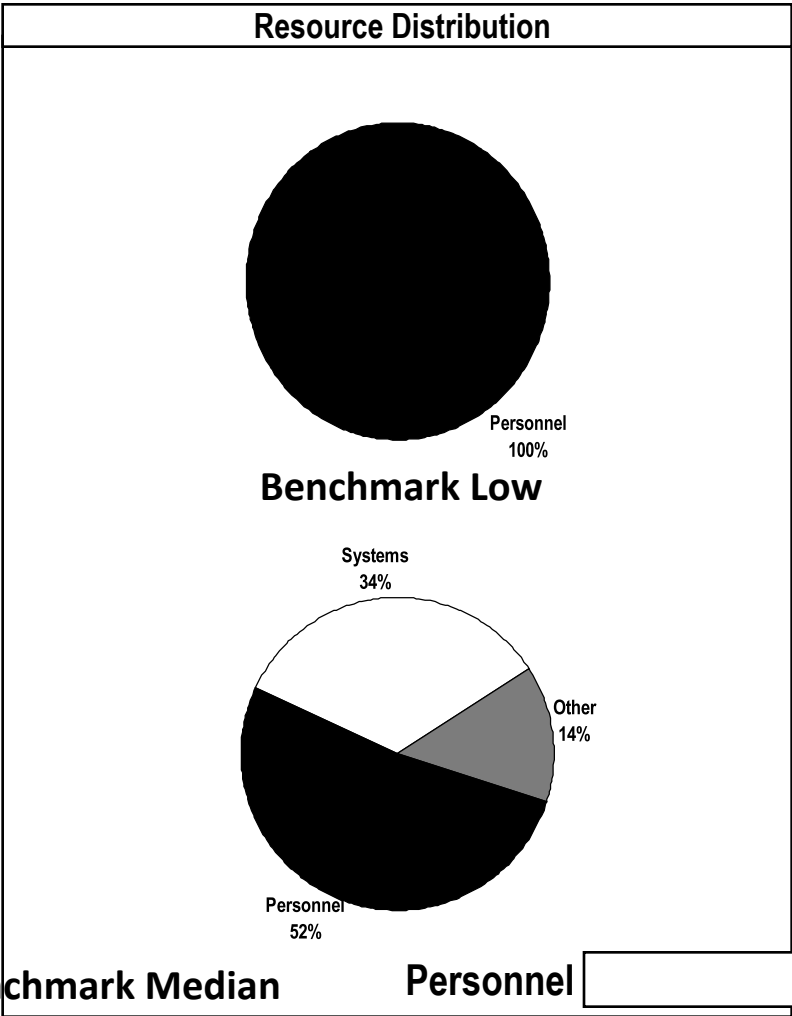
**Benchmark Low**



**Benchmark Median**



# Over Billion Dollar Revenue Participants



**Your Company**

Category	Percentage
Systems	<input type="text"/> %
Other	<input type="text"/> %

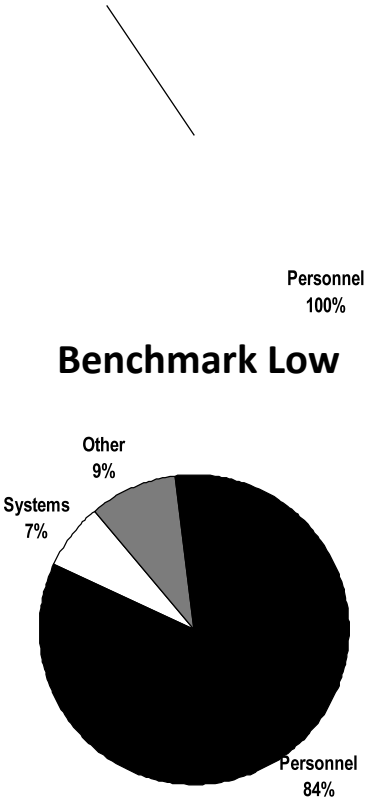
**Contract**

Category	Percentage
Non-exempt	<input type="text"/> %
Contract	<input type="text"/> %



# Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Median

Personnel  %

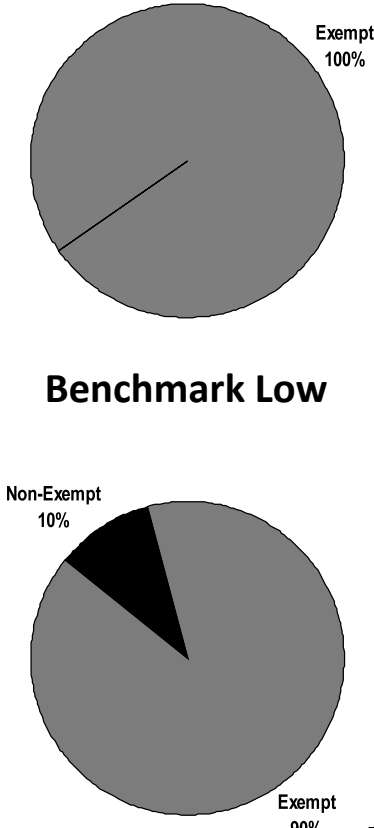
Systems  %

Other  %

Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Median

Exempt  %

Non-exempt  %

Contract  %

IQ BackOffice, Inc.

## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Overhead	Total
Lowest Value	2.1	.010%	.002%	.001%	.012%
First Quartile	8.1	.047%	.010%	.012%	.076%
Second Quartile	15.1	.088%	.017%	.022%	.143%
Third Quartile	31.3	.213%	.051%	.045%	.322%
Fourth Quartile	243.7	1.322%	.0299%	.624%	2.051%

## Over Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Overhead	Total
Lowest Value	2.1	.010%	.002%	.001%	.012%
First Quartile	9.6	.044%	.010%	.011%	.072%
Second Quartile	14.0	.054%	.017%	.016%	.085%
Third Quartile	36.2	.147%	.031%	.035%	.0205%
Fourth Quartile	260.6	1.322%	.0299%	.624%	2.051%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
Finance & Accounting Benchmark Report					<input type="text"/>
© 2002-2020, IQ BackOffice, Inc.					<input type="text"/>
at First Quartile Break					<input type="text"/>

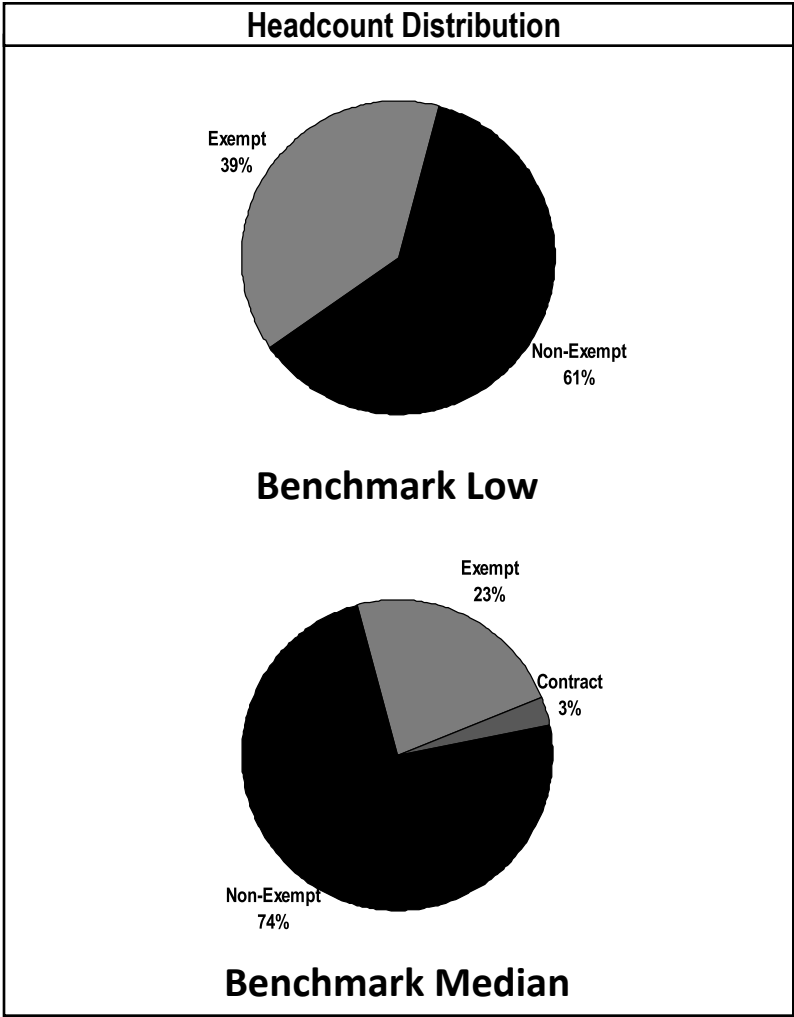
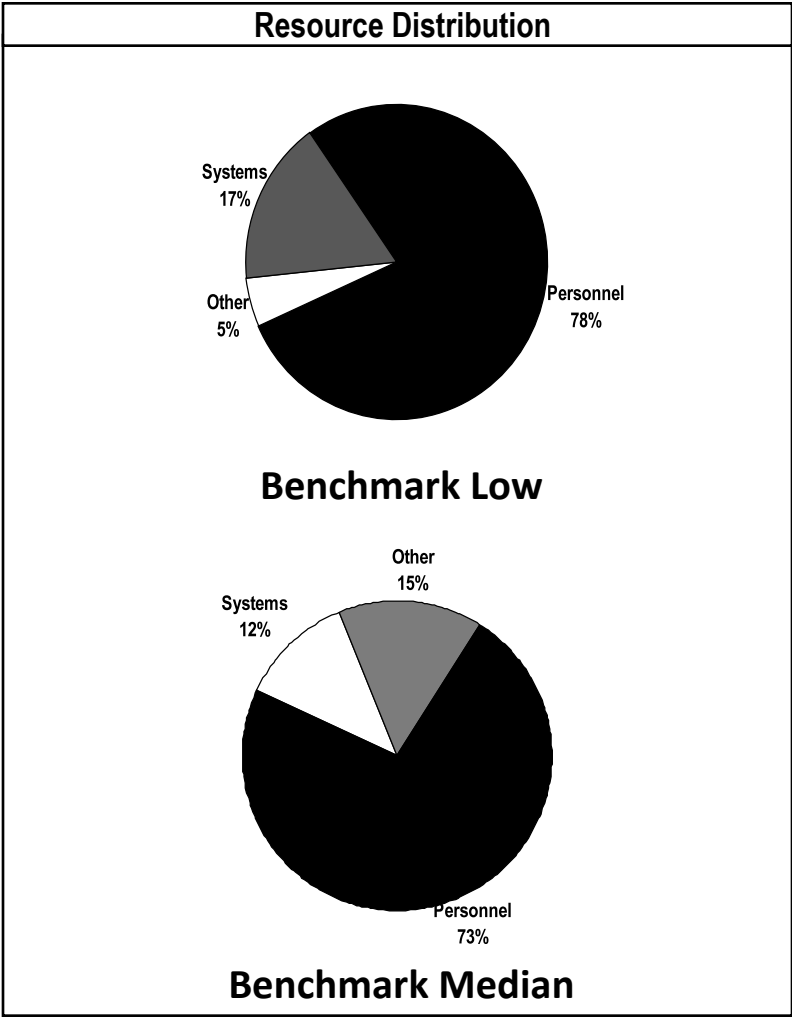


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	1.2	.057%	.004%	.003%	.077%
First Quartile	2.3	.082%	.011%	.017%	.113%
Second Quartile	3.2	.135%	.023%	.032%	.174%
Third Quartile	11.8	.336%	.091%	.045%	.470%
Fourth Quartile	24.8	.568%	.211%	.091%	.799%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

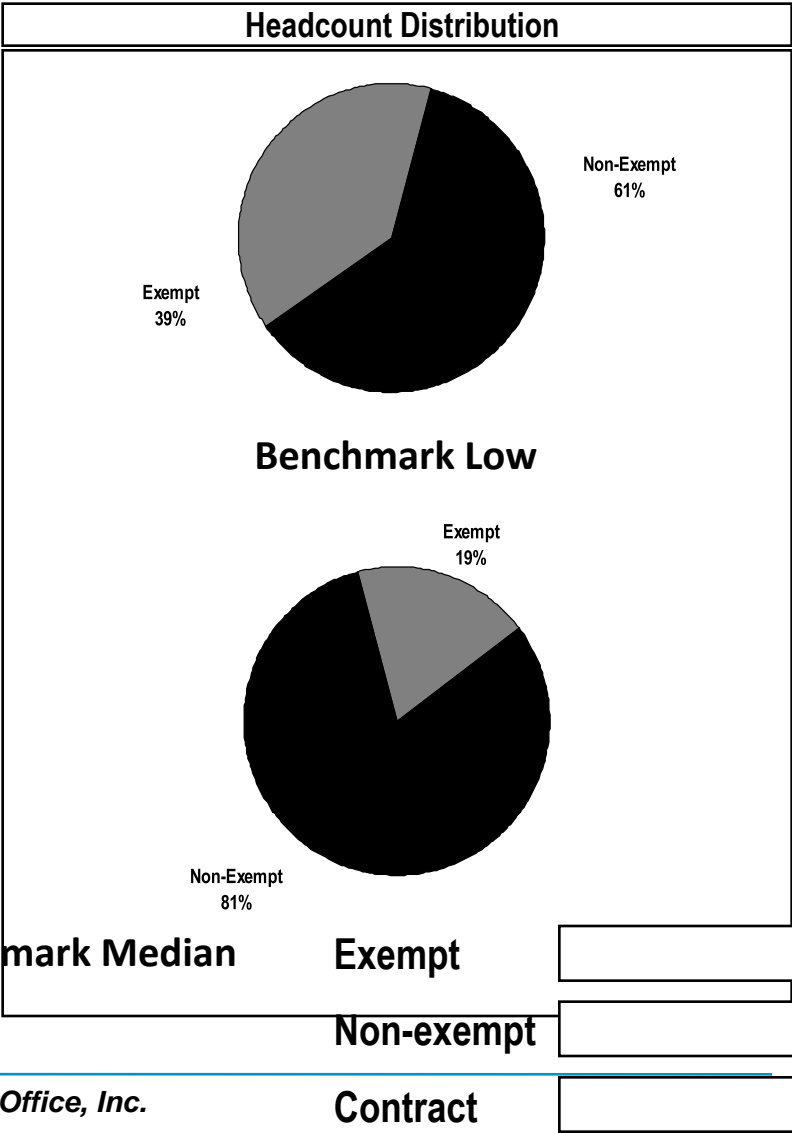
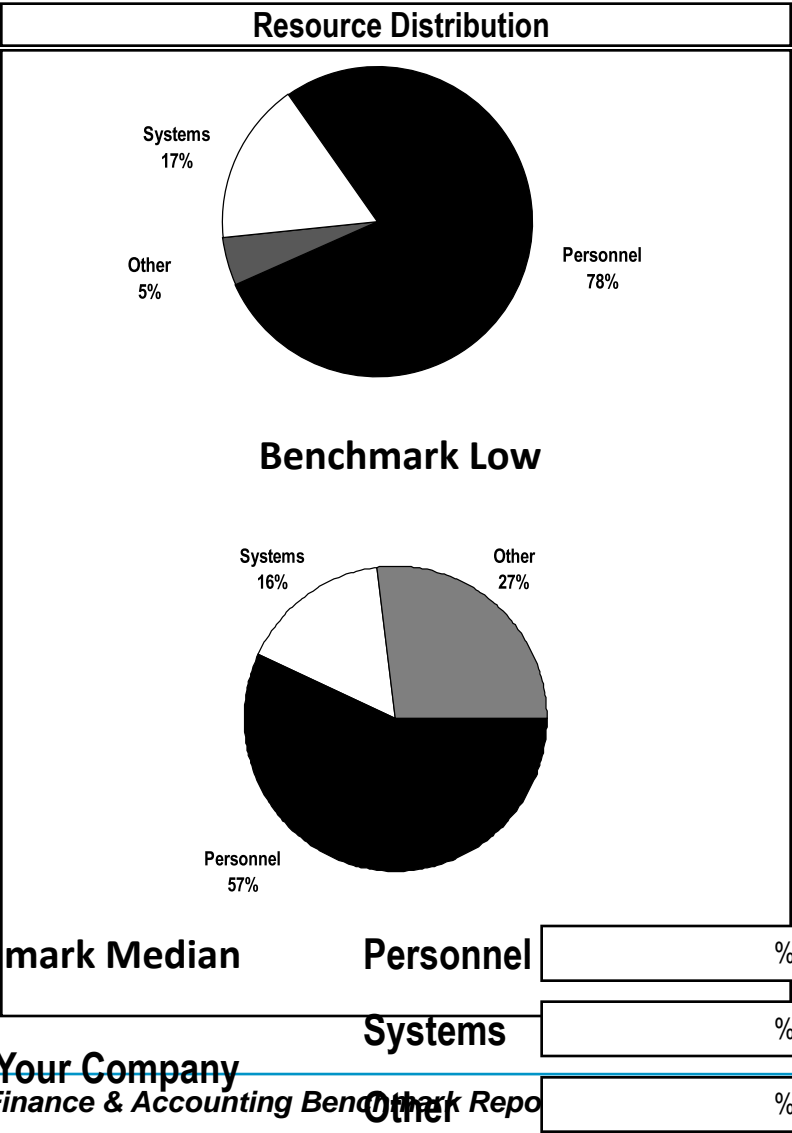


All Participants





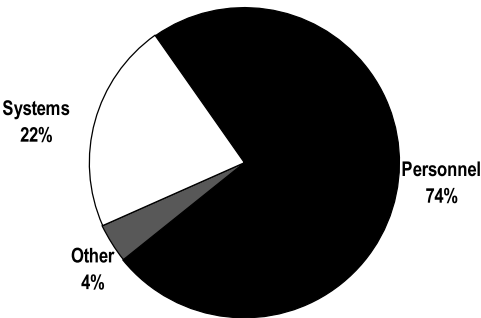
# Over Billion Dollar Revenue Participants



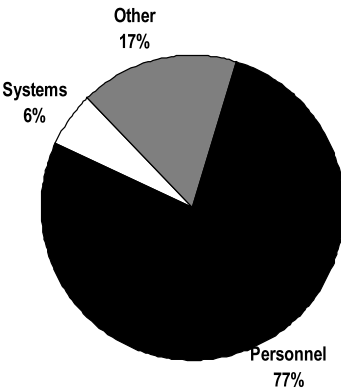


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



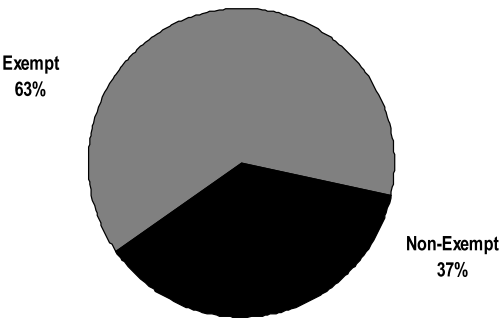
Benchmark Median

Personnel

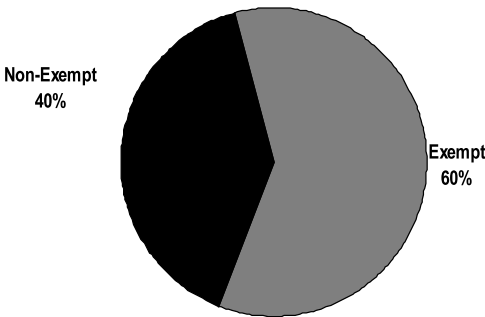
Systems

Other

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

Non-exempt

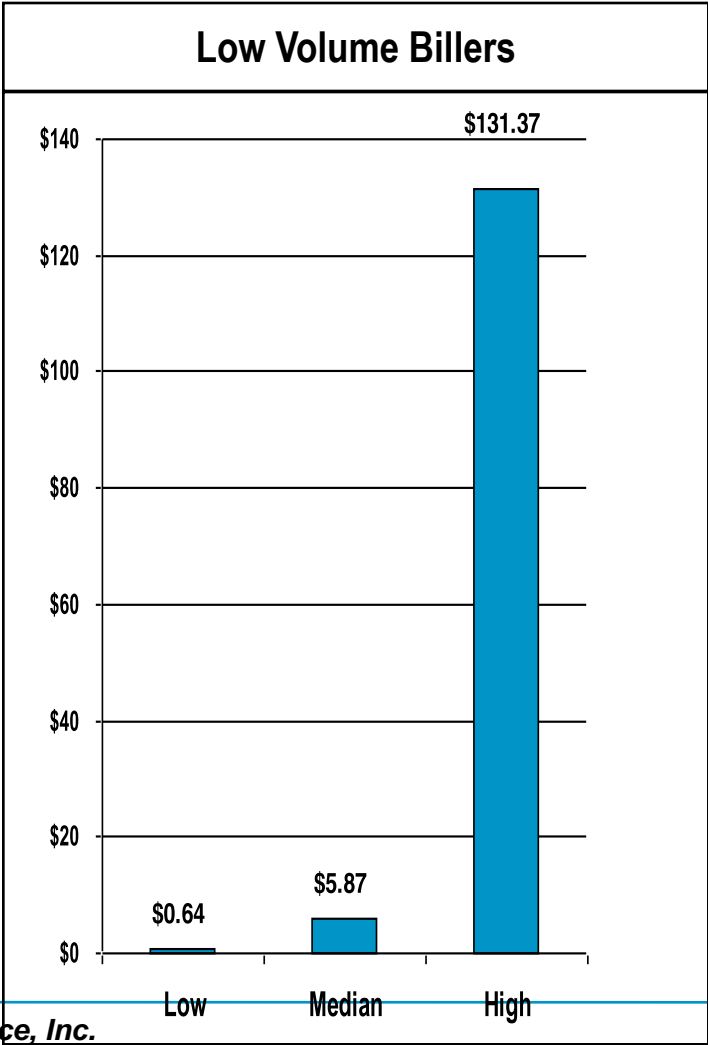
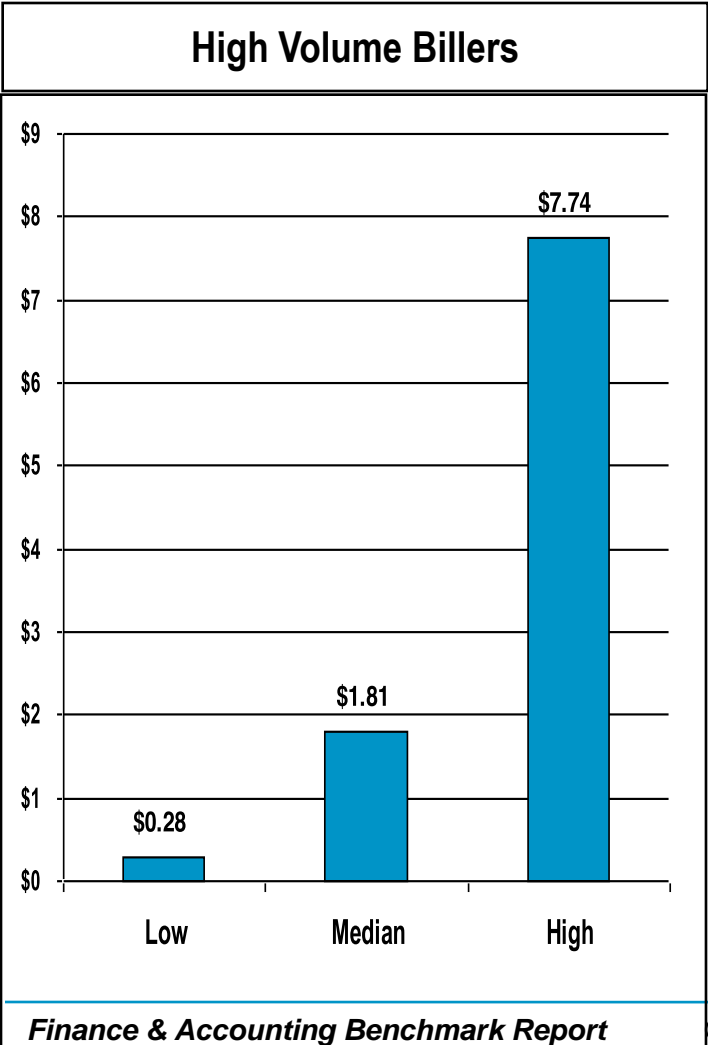
Contract

Your Company

Finance & Accounting Benchmark Report, IQ BackOffice, Inc.

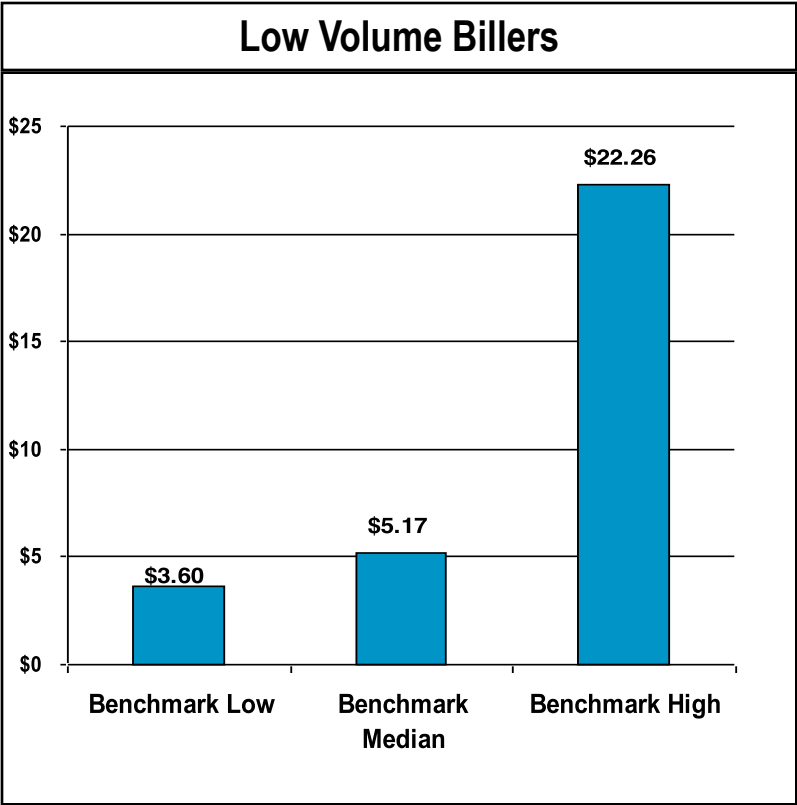
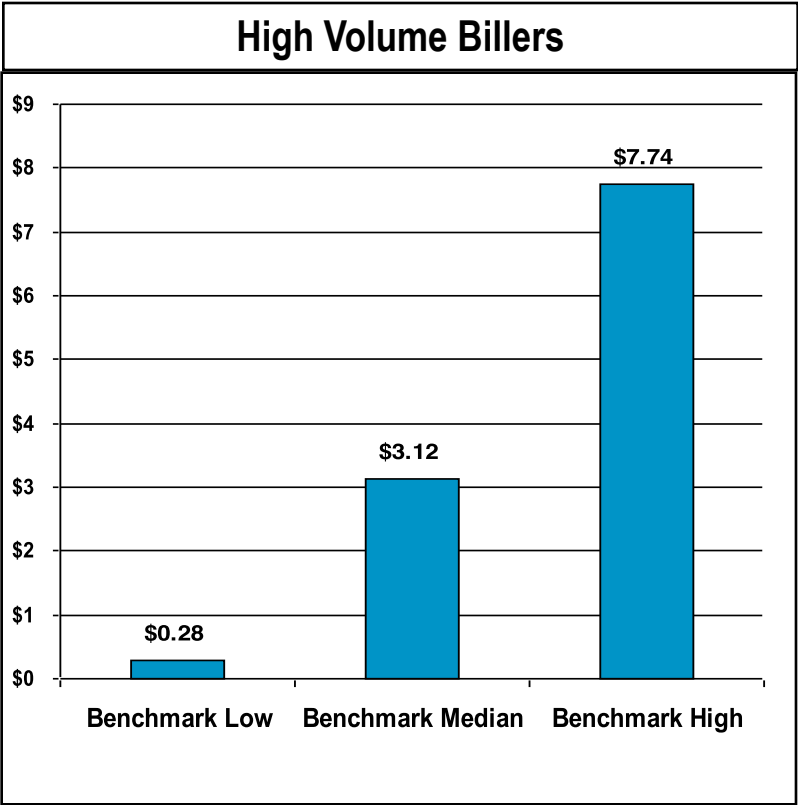


All Participants





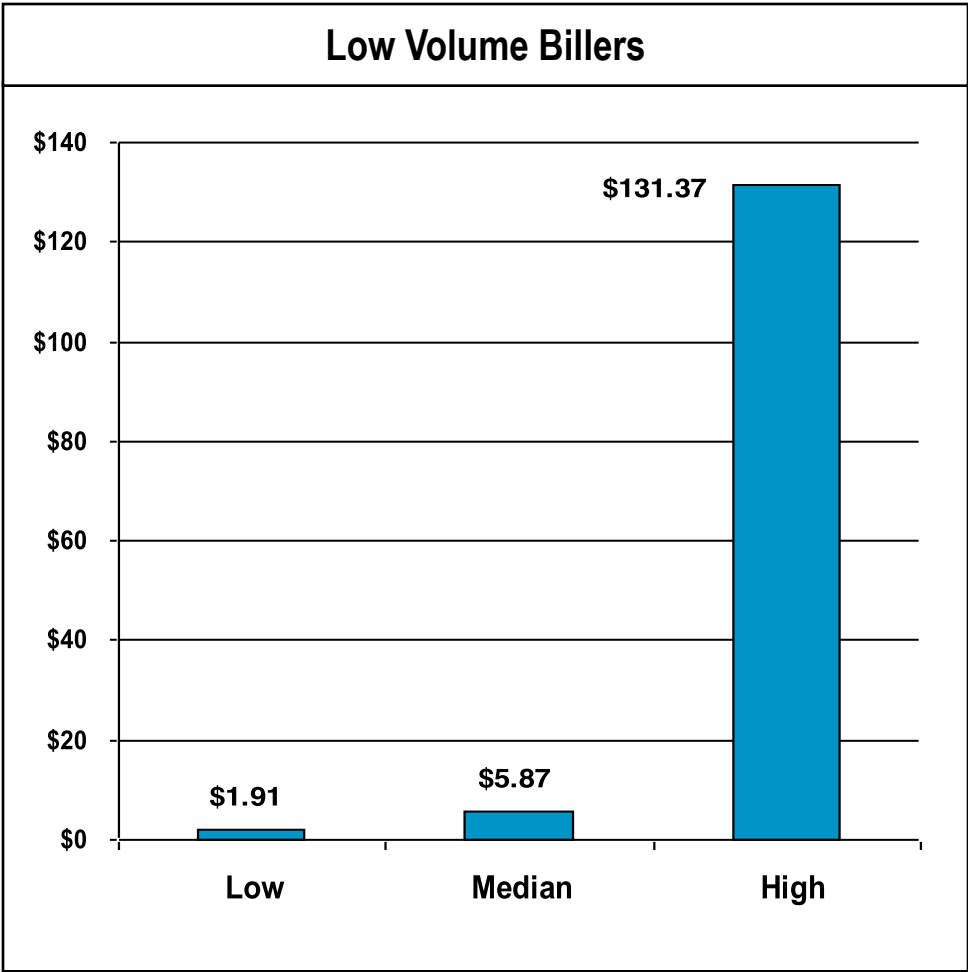
Over Billion Dollar Revenue Participants



Your Company	Personnel	<input type="text"/>	%	Exempt	<input type="text"/>	%
	Systems	<input type="text"/>	%	Non-exempt	<input type="text"/>	%
	Other	<input type="text"/>	%	Contract	<input type="text"/>	%



Under Billion Dollar Revenue Participants





	Page
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## All Participants

### Headcount and Cost

Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.7	.004%	.0002%	.002%	.008%
First Quartile	4.4	.024%	.004%	.004%	.040%
Second Quartile	7.8	.041%	.009%	.005%	.053%
Third Quartile	14.3	.068%	.015%	.012%	.099%
Fourth Quartile	19.5	.122%	.079%	.034%	.180%



## Over Billion Dollar Revenue Participants

Headcount and Cost						
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.7	.004%	.0002%	.002%	.008%	Lowest Value
First Quartile	4.7	.024%	.003%	.003%	.042%	First Quartile
Second Quartile	6.5	.036%	.012%	.005%	.047%	Second Quartile
Third Quartile	11.2	.057%	.014%	.014%	.087%	Third Quartile
Fourth Quartile	19.5	.122%	.028%	.034%	.168%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
at First Quartile Break					\$	

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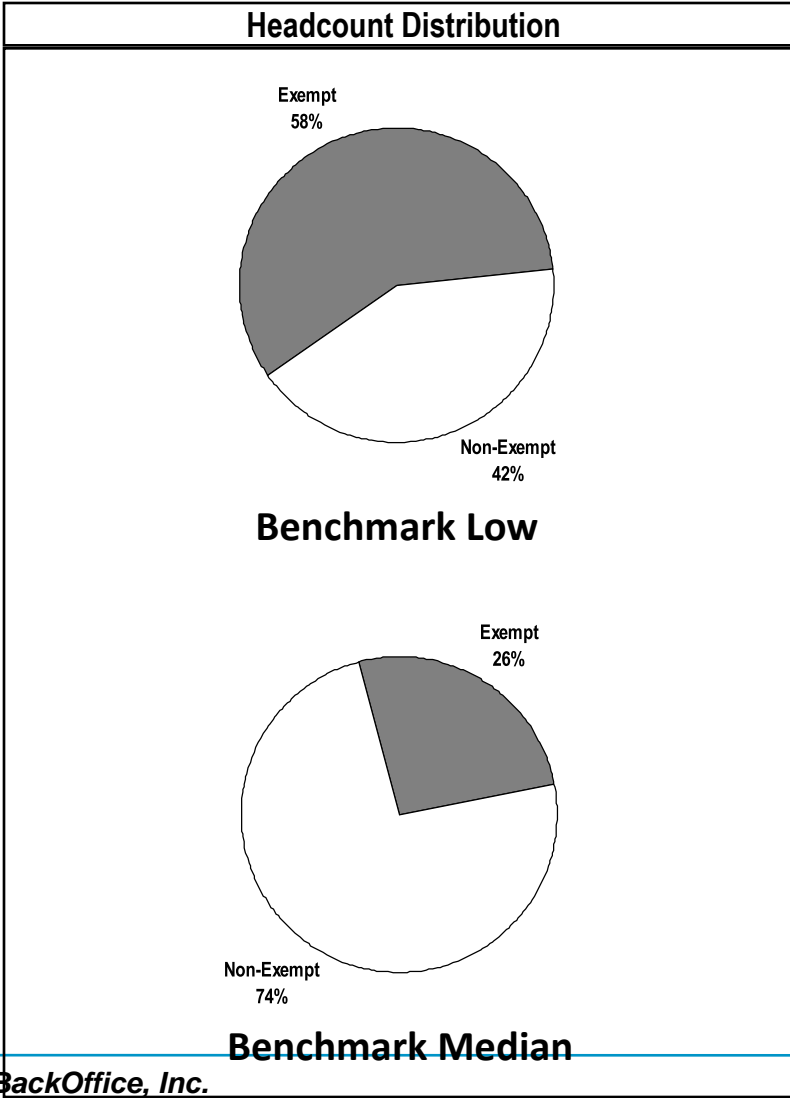
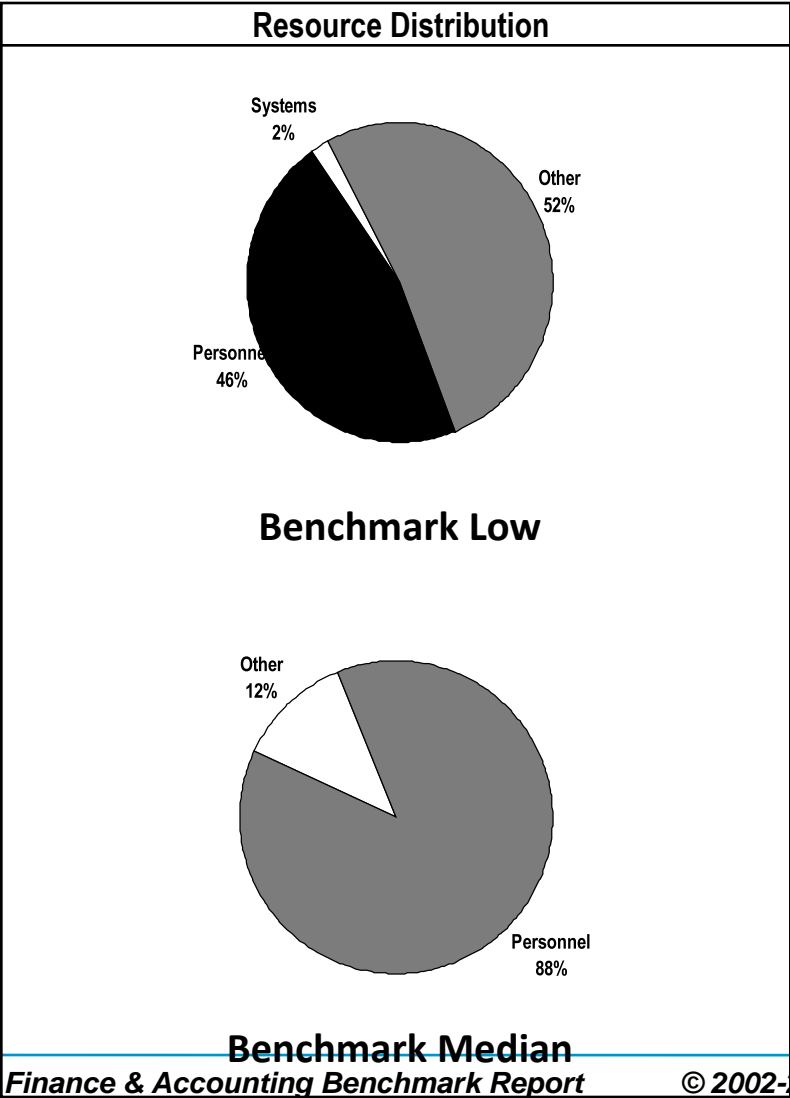


## Under Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ 100 Million Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.2	.011%	.004%	.004%	.020%
First Quartile	.4	.024%	.005%	.005%	.035%
Second Quartile	1.0	.045%	.007%	.006%	.057%
Third Quartile	1.8	.096%	.035%	.010%	.123%
Fourth Quartile	2.0	.109%	.079%	.014%	.180%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

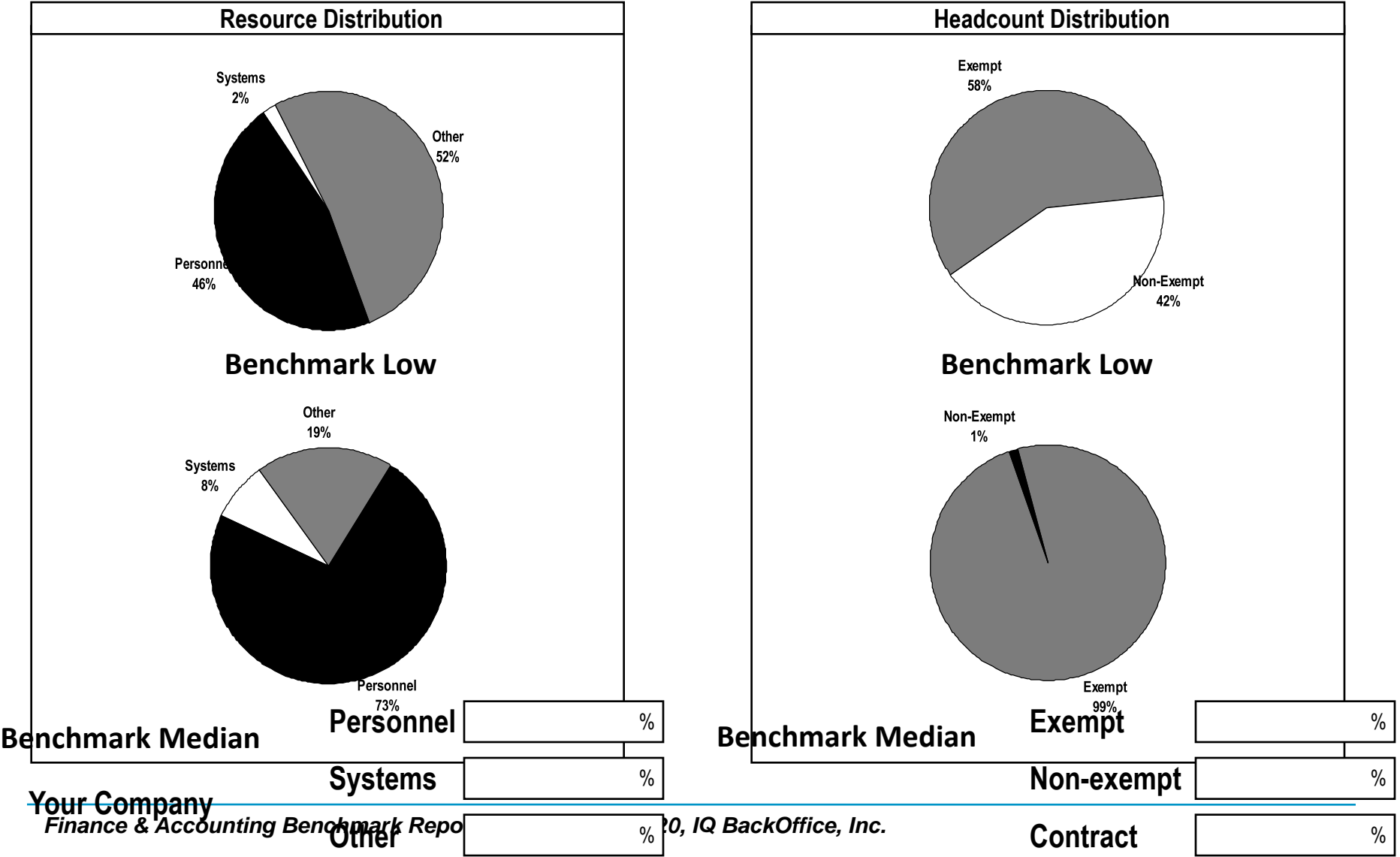


All Participants





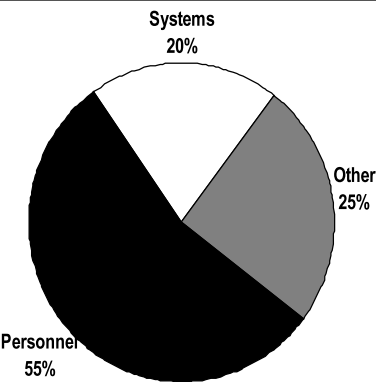
# Over Billion Dollar Revenue Participants



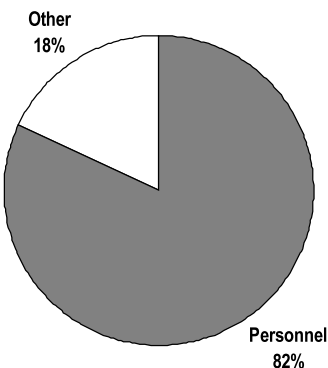


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



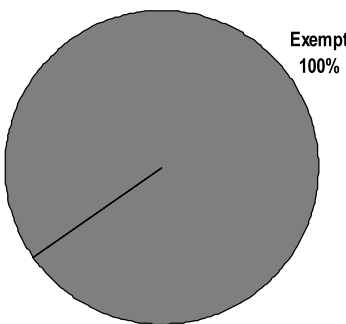
Benchmark Median

Personnel

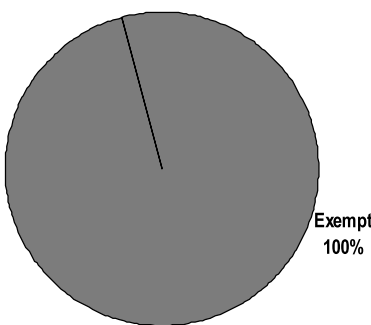
Systems

Other

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

Non-exempt

Contract

Your Company

## All Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.05	.002%	.001%	.001%	.008%
First Quartile	2.8	.014%	.005%	.002%	.024%
Second Quartile	5.5	.029%	.007%	.004%	.041%
Third Quartile	10.5	.057%	.014%	.008%	.081%
Fourth Quartile	34.9	.147%	.059%	.020%	.226%

## Over Billion Dollar Revenue Participants

Headcount and Cost						
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.05	.002%	.001%	.0005%	.008%	Lowest Value
First Quartile	1.9	.009%	.005%	.001%	.021%	First Quartile
Second Quartile	3.2	.017%	.007%	.004%	.026%	Second Quartile
Third Quartile	7.0	.043%	.011%	.006%	.056%	Third Quartile
Fourth Quartile	11.6	.066%	.025%	.018%	.097%	Fourth Quartile
Your Company	%	%	%	%	%	
Improvement Potential					%	
at First Quartile Break					\$	

## Under Billion Dollar Revenue Participants

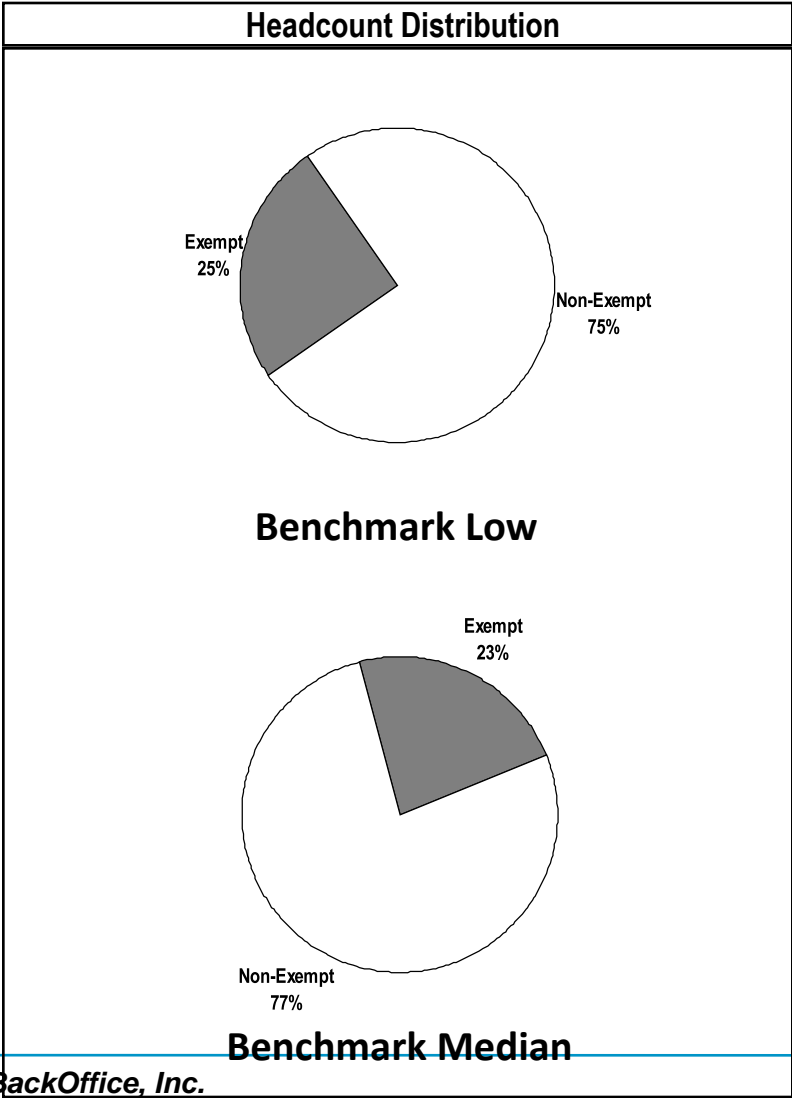
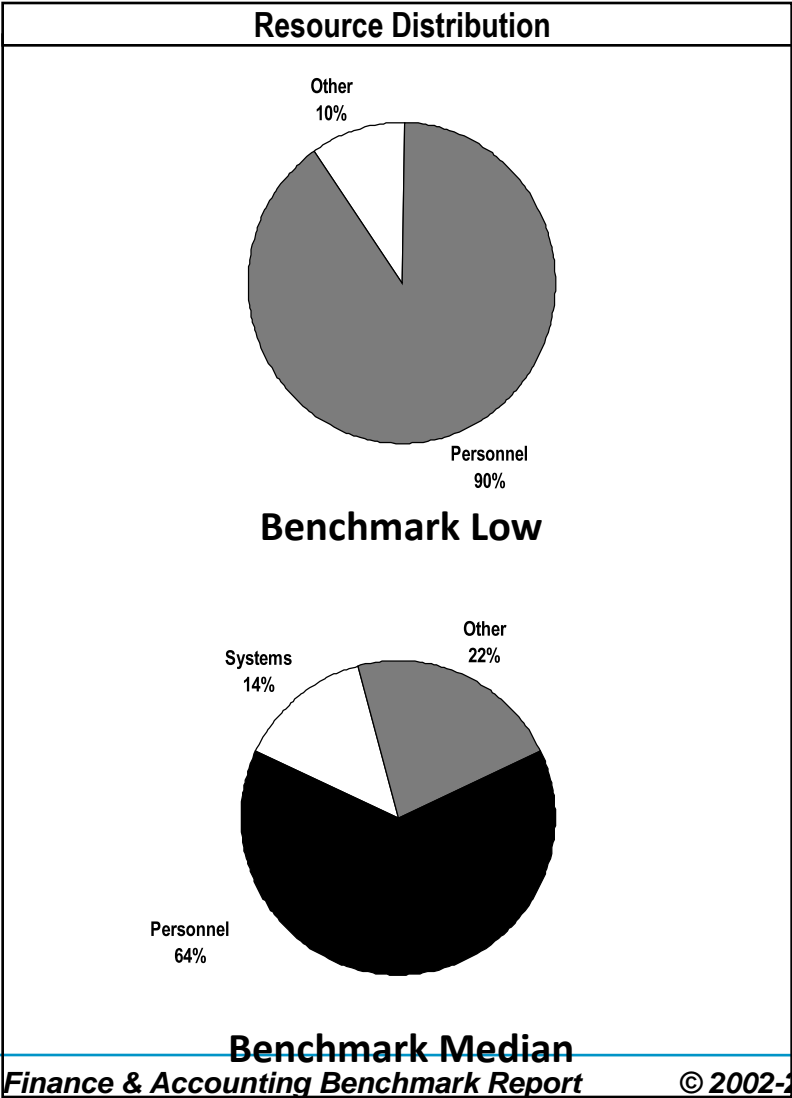
Headcount and Cost						
Headcount per \$100 Million Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	0.5	.027%	.0060%	.0027%	.040%	Lowest Value
First Quartile	?	.037%	.0065%	.003%	.055%	First Quartile
Second Quartile	1.1	.083%	.0179%	.009%	.105%	Second Quartile
Third Quartile	2.2	.119%	.018%	.016%	.136%	Third Quartile
Fourth Quartile	3.5	.147%	.059%	.020%	.226%	Fourth Quartile
Your Company	%	%	%	%	%	
Improvement Potential					%	
at First Quartile Break					\$	

Finance & Accounting Benchmark Report

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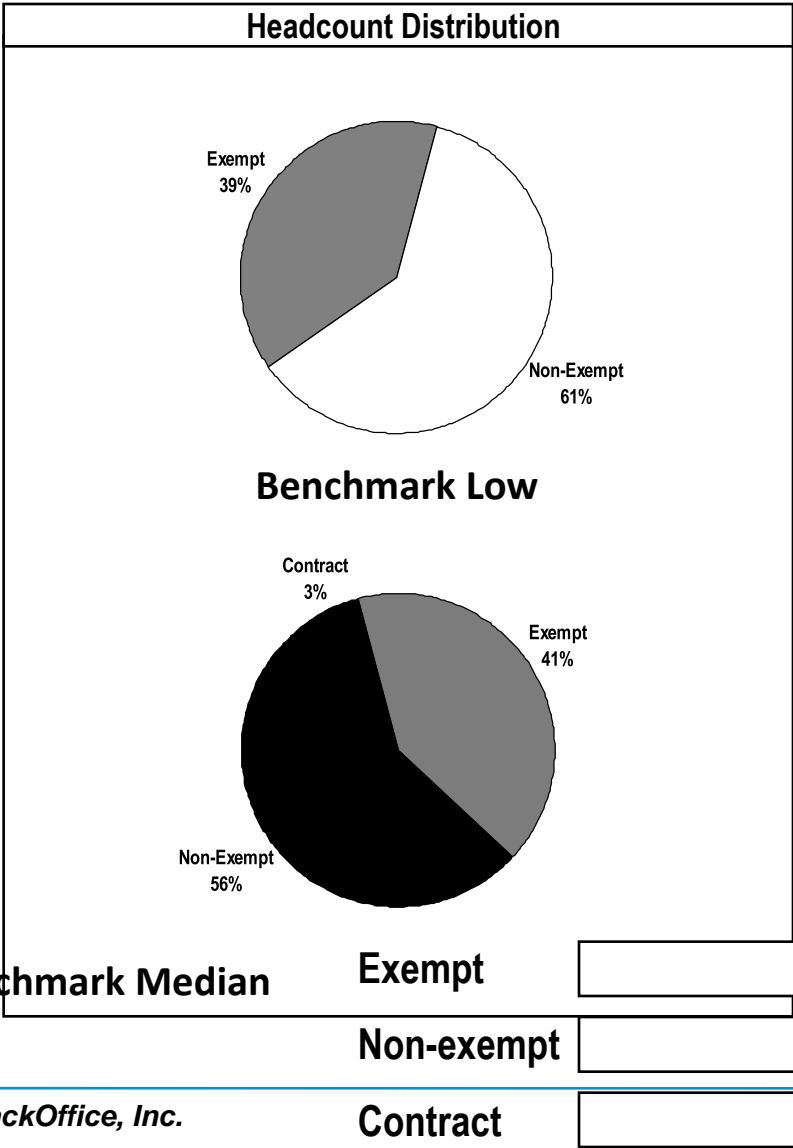
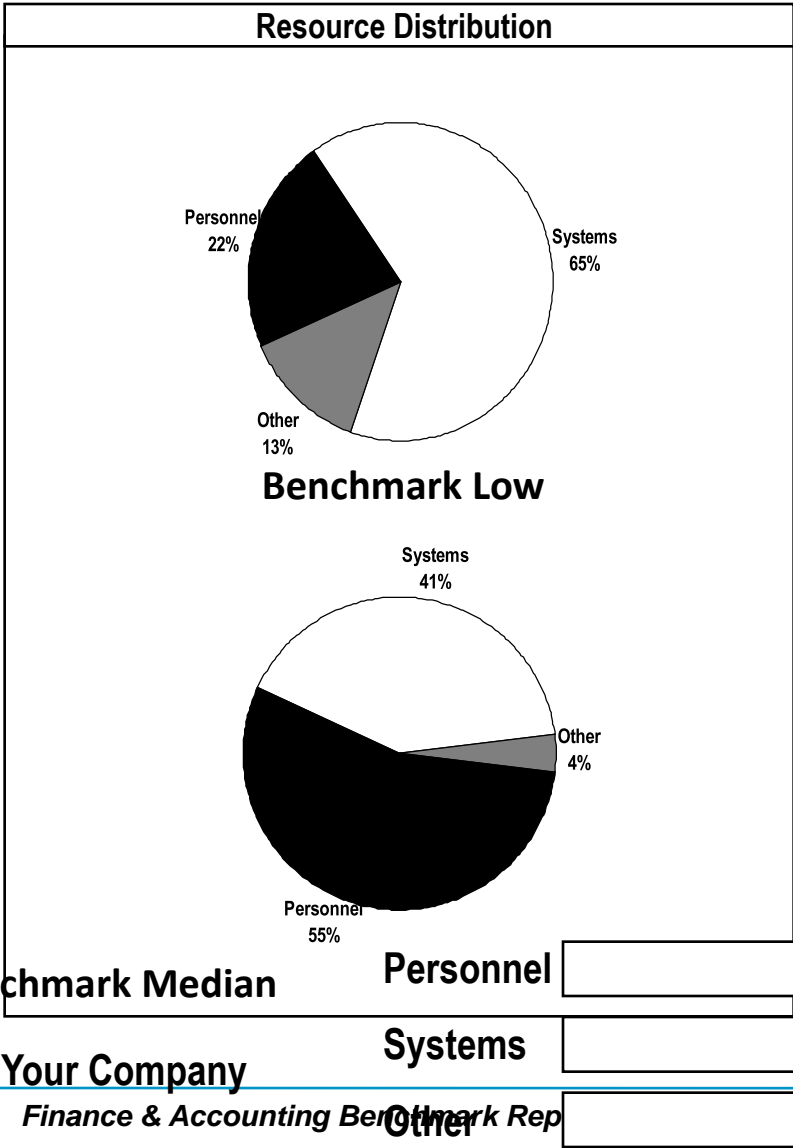


All Participants





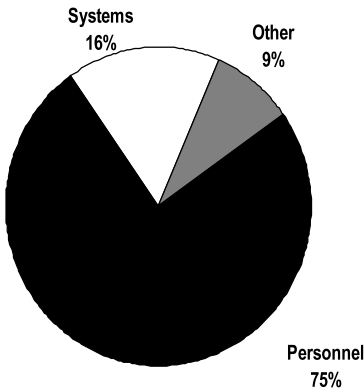
# Over Billion Dollar Revenue Participants



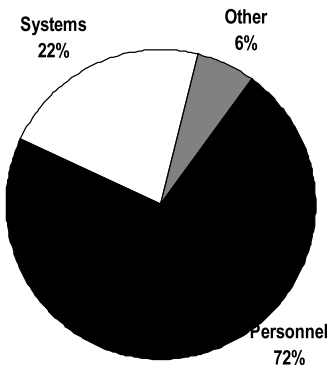


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low

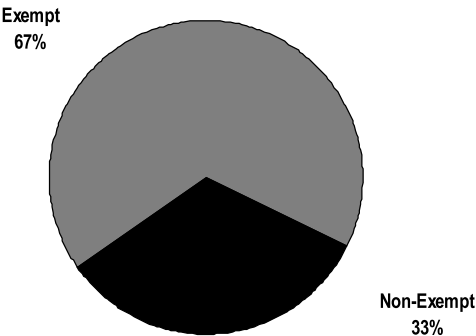


Personnel

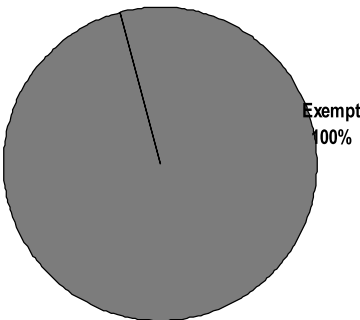
Systems

Other

Headcount Distribution



Benchmark Low



Exempt

Non-exempt

Contract

Benchmark Median

20, IQ BackOffice, Inc.

Benchmark Median

Your Company

Finance & Accounting Benchmark Rep



## All Participants

Headcount and Cost							
		Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
			Personnel	Systems	Other	Total	
Lowest Value		1.2	.006%	.0001%	.001%	.008%	Lowest Value
First Quartile		5.3	.034%	.004%	.005%	.054%	First Quartile
Second Quartile		12.8	.055%	.012%	.009%	.076%	Second Quartile
Third Quartile		20.4	.111%	.024%	.019%	.121%	Third Quartile
Fourth Quartile		49.5	.243%	.137%	.052%	.406%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	1.2	.006%	.0001%	.001%	.008%	Lowest Value
First Quartile	5.3	.034%	.005%	.005%	.056%	First Quartile
Second Quartile	8.4	.047%	.016%	.007%	.078%	Second Quartile
Third Quartile	14.8	.075%	.026%	.014%	.110%	Third Quartile
Fourth Quartile	30.0	.188%	.042%	.052%	.258%	Fourth Quartile
Your Company						
Improvement Potential						
at First Quartile Break						
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	
					\$	

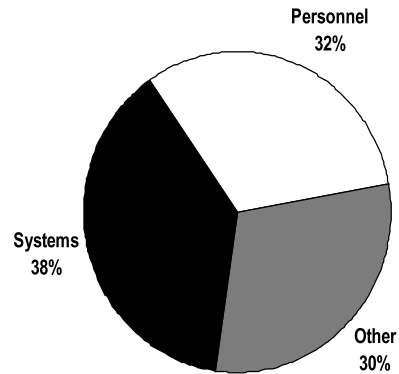


## Under Billion Dollar Revenue Participants

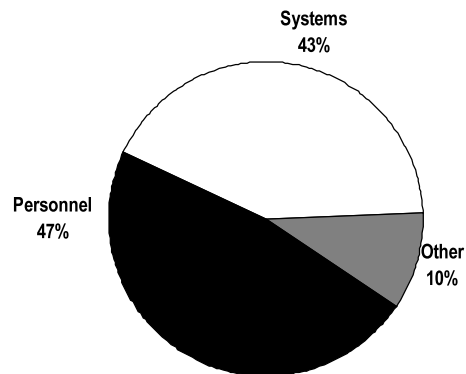
Headcount and Cost					
Headcount per \$100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.2	.011%	.0001%	.004%	.020%
First Quartile	?	.047%	.005%	.007%	.049%
Second Quartile	1.6	.073%	.010%	.010%	.094%
Third Quartile	3.5	.167%	.022%	.021%	.204%
Fourth Quartile	4.9	.243%	.137%	.028%	.406%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

## All Participants

Resource Distribution

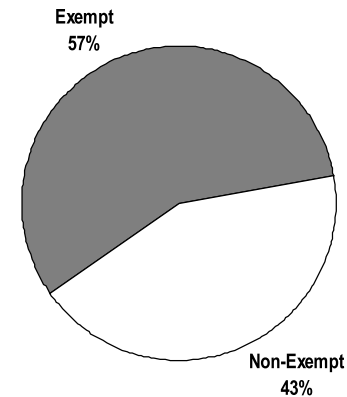


Benchmark Low

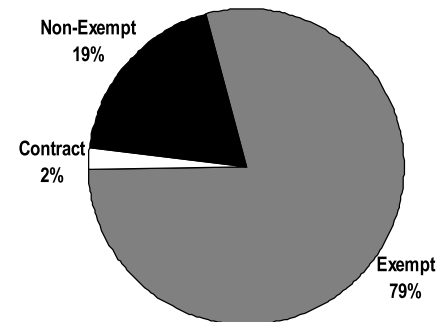


Benchmark Median

Headcount Distribution



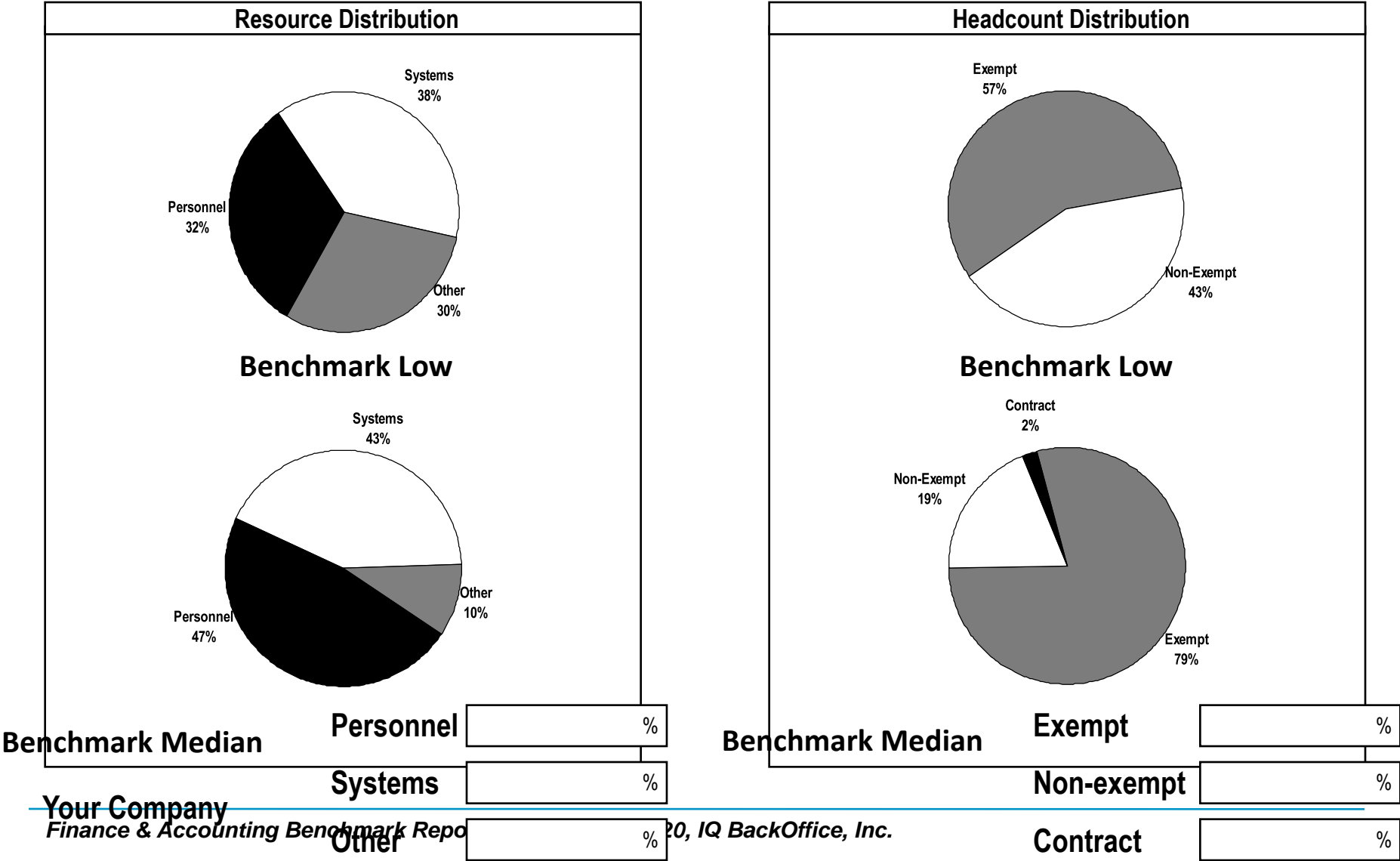
Benchmark Low



Benchmark Median



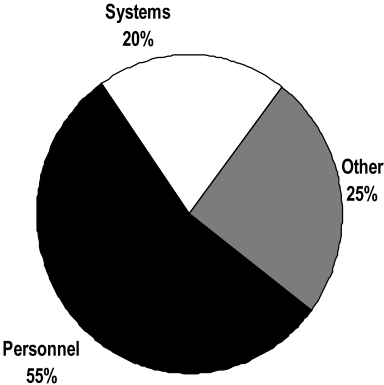
Over Billion Dollar Revenue Participants



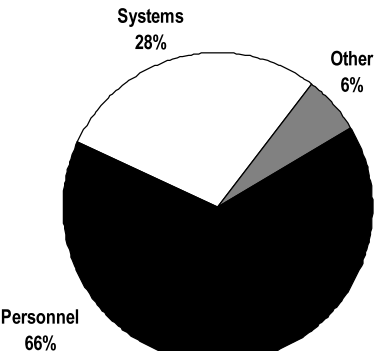


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



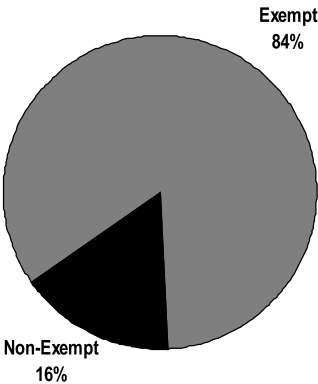
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

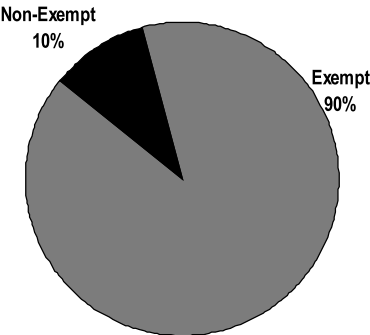
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

IQ BackOffice, Inc.

## All Participants

Headcount and Cost						
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.9	.006%	.0003%	.0009%	.006%	Lowest Value
First Quartile	3.7	.021%	.002%	.009%	.031%	First Quartile
Second Quartile	4.9	.037%	.002%	.014%	.051%	Second Quartile
Third Quartile	7.6	.054%	.005%	.018%	.084%	Third Quartile
Fourth Quartile	17.8	.116%	.012%	.093%	.160%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.9	.009%	.0010%	.002%	.014%
First Quartile	3.6	.021%	.0017%	.011%	.035%
Second Quartile	4.3	.042%	.002%	.014%	.051%
Third Quartile	7.0	.052%	.005%	.017%	.081%
Fourth Quartile	9.3	.087%	.012%	.034%	.110%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

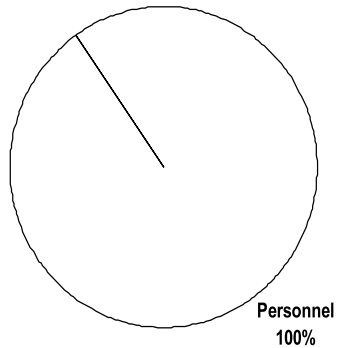


## Under Billion Dollar Revenue Participants

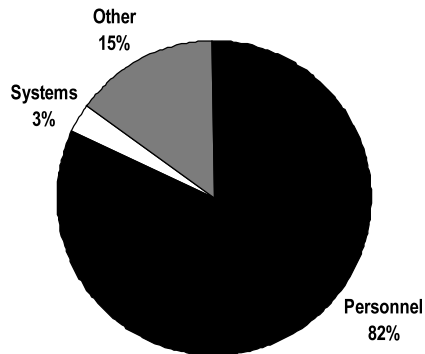
Headcount and Cost					
Headcount per \$100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.006%	.0003%	.0009%	.006%
First Quartile	.5	.023%	.003%	.006%	.021%
Second Quartile	.8	.031%	.004%	.015%	.050%
Third Quartile	1.2	.056%	.006%	.035%	.091%
Fourth Quartile	1.8	.116%	.014%	.093%	.160%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
Finance & Accounting Benchmark Report					<input type="text"/>
© 2002-2020, IQ BackOffice, Inc.					<input type="text"/>
at First Quartile Break					<input type="text"/>

## All Participants

Resource Distribution

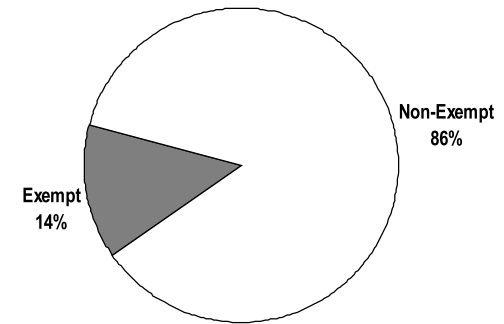


Benchmark Low

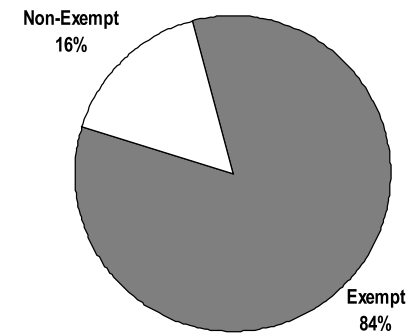


Benchmark Median

Headcount Distribution



Benchmark Low

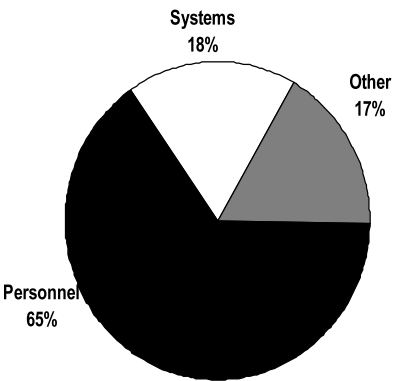


Benchmark Median

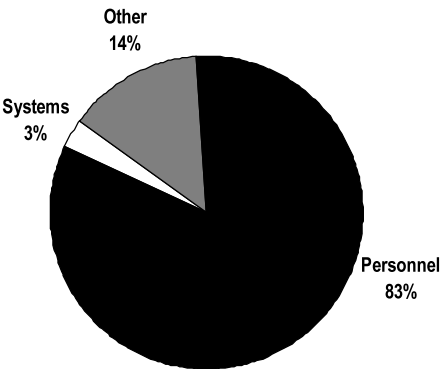


# Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



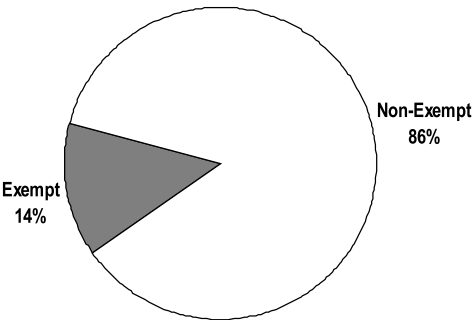
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

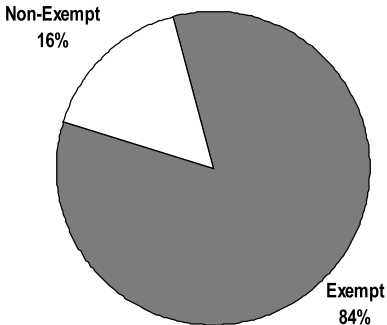
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



Benchmark Median

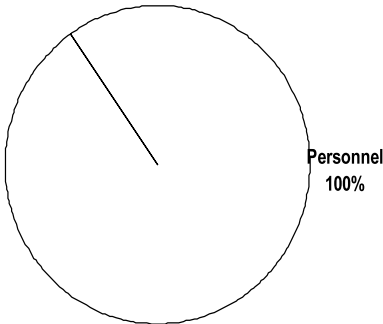
Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

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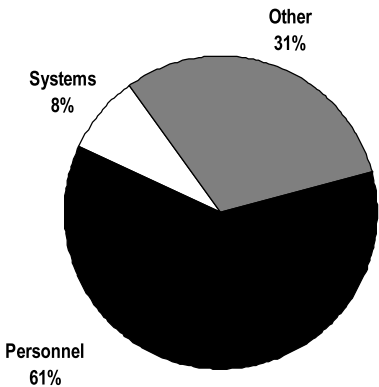


# Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

Personnel  %

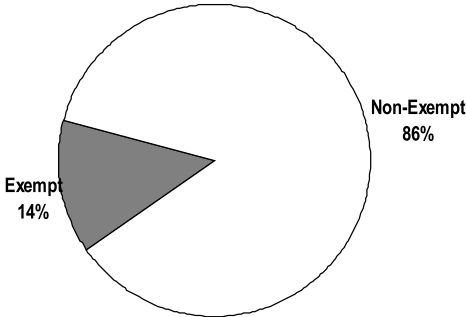
Your Company

Systems  %

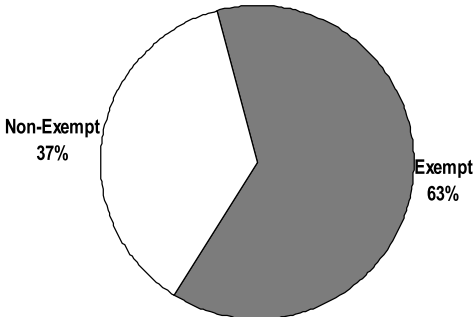
Finance & Accounting Benchmark Report

Other  %

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt  %

Non-exempt  %

Contract  %

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## All Participants

Headcount and Cost							
		Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
			Personnel	Systems	Other	Total	
Lowest Value		.4	.003%	.0002%	.0009%	.006%	Lowest Value
First Quartile		.9	.006%	.0004%	.0028%	.009%	First Quartile
Second Quartile		2.0	.013%	.001%	.0049%	.014%	Second Quartile
Third Quartile		2.4	.023%	.003%	.008%	.038%	Third Quartile
Fourth Quartile		5.5	.052%	.013%	.033%	.075%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	0.4	.003%	.0002%	.001%	.006%	Lowest Value
First Quartile	0.7	.005%	.0004%	.0042%	.009%	First Quartile
Second Quartile	7.4	.013%	.0007%	.0049%	.017%	Second Quartile
Third Quartile	2.1	.023%	.001%	.008%	.044%	Third Quartile
Fourth Quartile	2.8	.041%	.013%	.033%	.075%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
at First Quartile Break					<div></div> \$	

Finance & Accounting Benchmark Report

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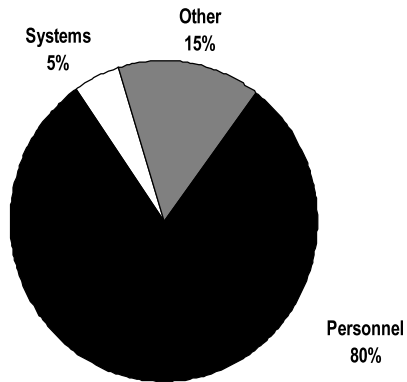


## Under Billion Dollar Revenue Participants

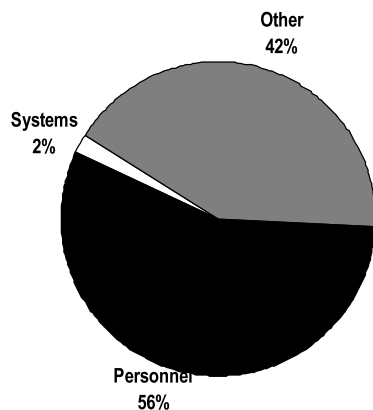
Headcount and Cost						
Headcount per \$100 Million Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.10	.007%	.002%	.0009%	.008%	Lowest Value
First Quartile	?	.011%	.005%	.001%	.010%	First Quartile
Second Quartile	.2	.015%	.007%	.005%	.013%	Second Quartile
Third Quartile	.3	.026%	.010%	.009%	.022%	Third Quartile
Fourth Quartile	.6	.052%	.012%	.017%	.069%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	\$ <div></div>
at First Quartile Break						

## All Participants

**Resource Distribution**

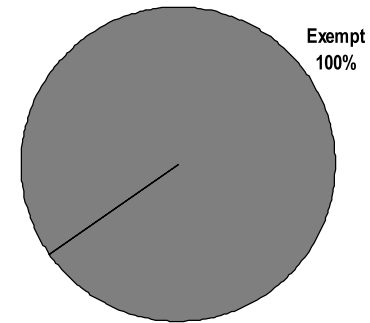


**Benchmark Low**

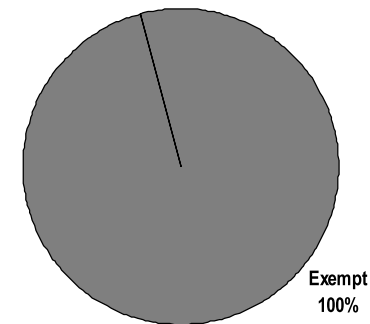


**Benchmark Median**

**Headcount Distribution**



**Benchmark Low**

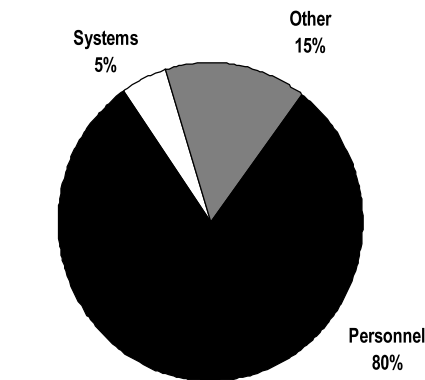


**Benchmark Median**

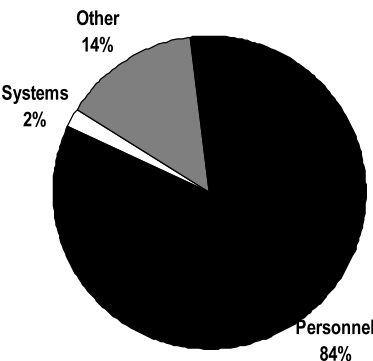


# Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low

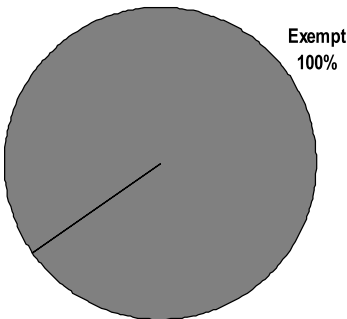


Personnel

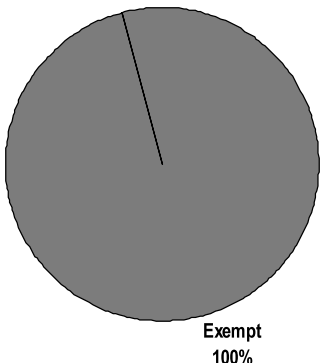
Systems

Other

Headcount Distribution



Benchmark Low



Exempt

Non-exempt

Contract

Benchmark Median

Benchmark Median

Your Company

Finance & Accounting Benchmark Report

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%

%

%

%

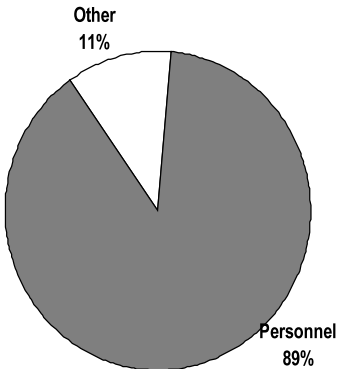
%

%

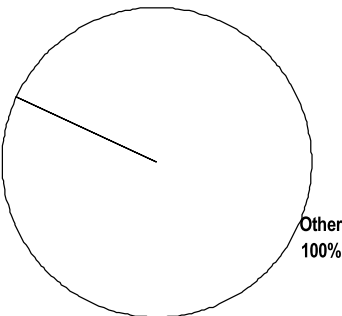


# Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Personnel

	%
--	---

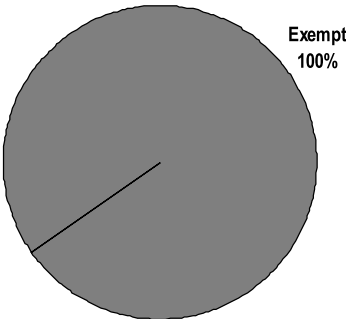
Systems

	%
--	---

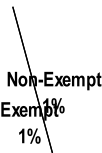
Other

	%
--	---

Headcount Distribution



Benchmark Low



Exempt

	%
--	---

Non-exempt

	%
--	---

Contract

	%
--	---

Benchmark Median

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Benchmark Median

Your Company

Finance & Accounting Benchmark Report



## All Participants

Headcount and Cost							
		Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
			Personnel	Systems	Other	Total	
Lowest Value		2.2	.012%	.00003%	.002%	.023%	Lowest Value
First Quartile		4.5	.026%	.002%	.014%	.041%	First Quartile
Second Quartile		7.6	.052%	.005%	.022%	.079%	Second Quartile
Third Quartile		9.3	.080%	.007%	.030%	.116%	Third Quartile
Fourth Quartile		22.1	.168%	.025%	.102%	.228%	Fourth Quartile



## Over Billion Dollar Revenue Participants

### Headcount and Cost

#### Cost as a Percent of Revenue

Headcount  
per \$ Billion  
Revenues

Personnel

Systems

Other

Total

Lowest  
Value

2.2

.012%

.0015%

.004%

.023%

Lowest  
Value

First  
Quartile

4.3

.027%

.002%

.014%

.040%

First  
Quartile

Second  
Quartile

6.3

.060%

.004%

.019%

.084%

Second  
Quartile

Third  
Quartile

8.7

.081%

.007%

.027%

.116%

Third  
Quartile

Fourth  
Quartile

11.4

.119%

.025%

.045%

.154%

Fourth  
Quartile

Your Company

%

%

%

%

%

Improvement Potential

%

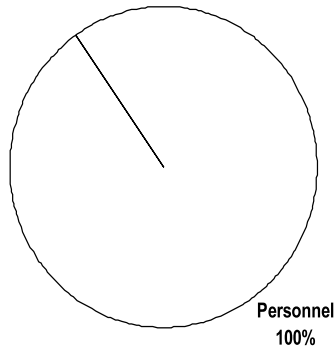


## Under Billion Dollar Revenue Participants

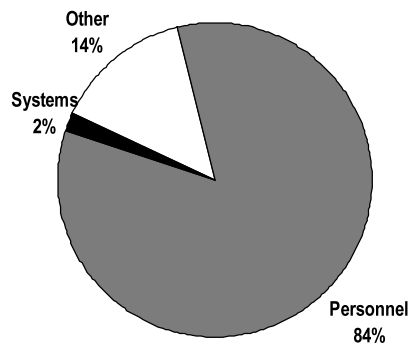
Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.006%	.0003%	.002%	.006%
First Quartile	.6	.026%	.003%	.007%	.029%
Second Quartile	.8	.043%	.004%	.021%	.058%
Third Quartile	1.4	.056%	.008%	.043%	.102%
Fourth Quartile	2.2	.168%	.025%	.102%	.228%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

## All Participants

Resource Distribution

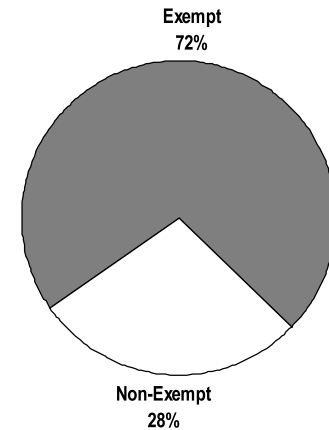


Benchmark Low

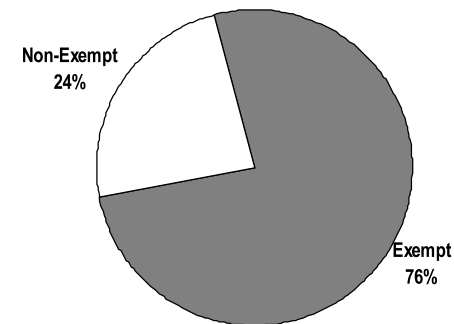


Benchmark Median

Headcount Distribution



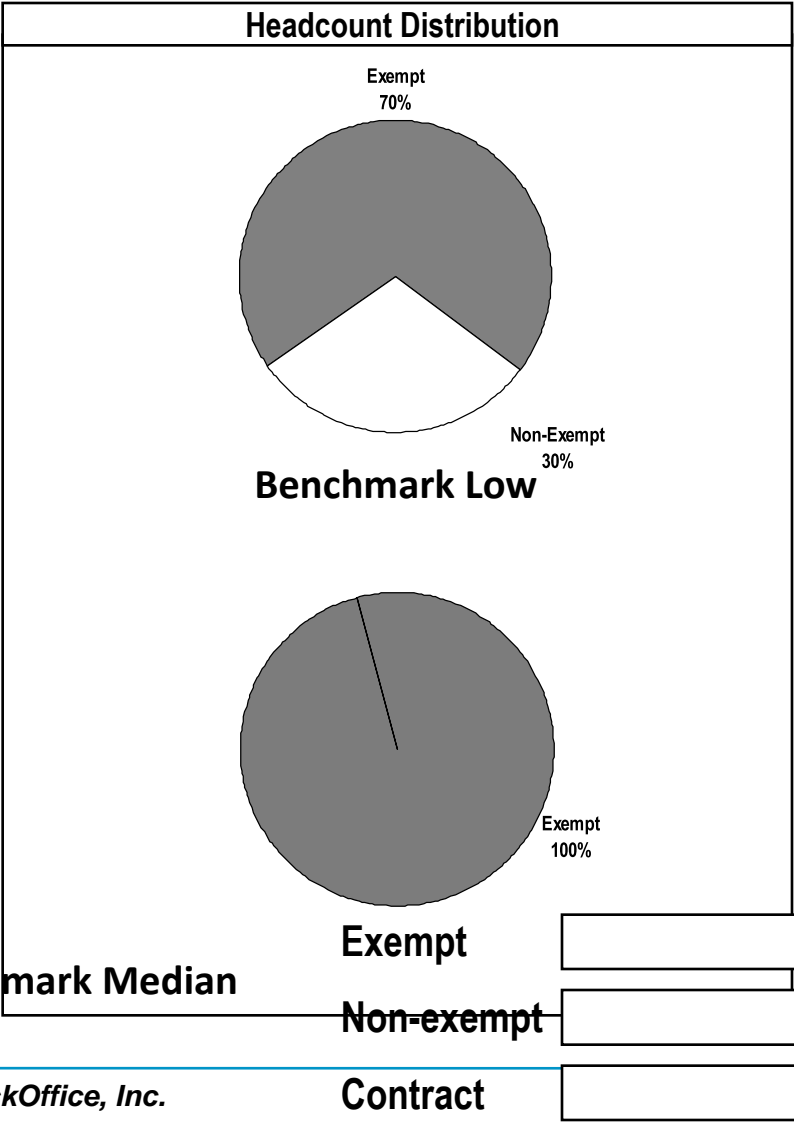
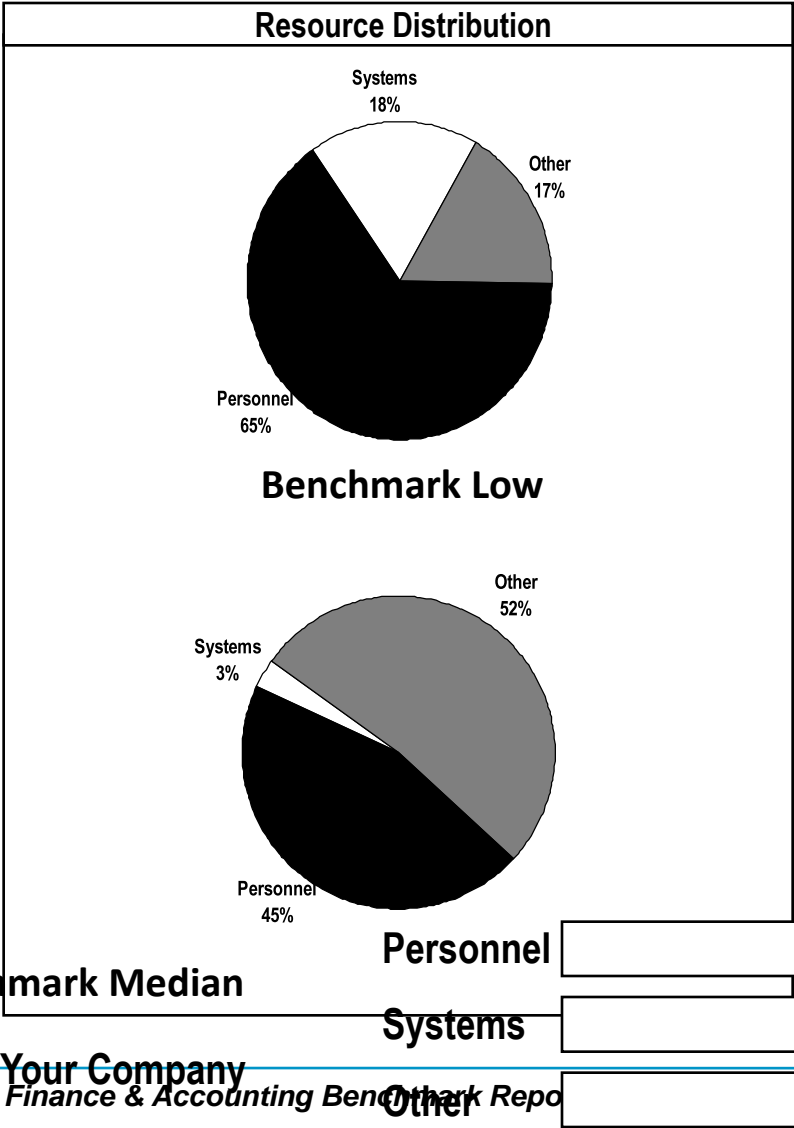
Benchmark Low



Benchmark Median

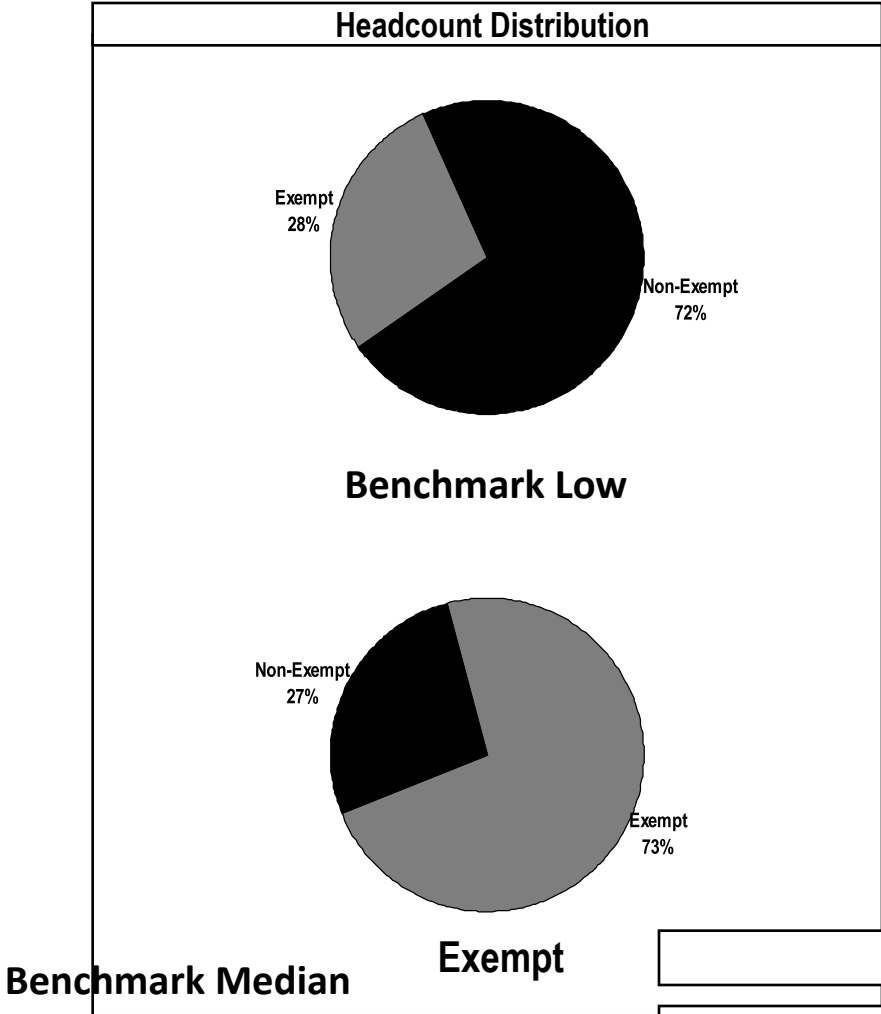
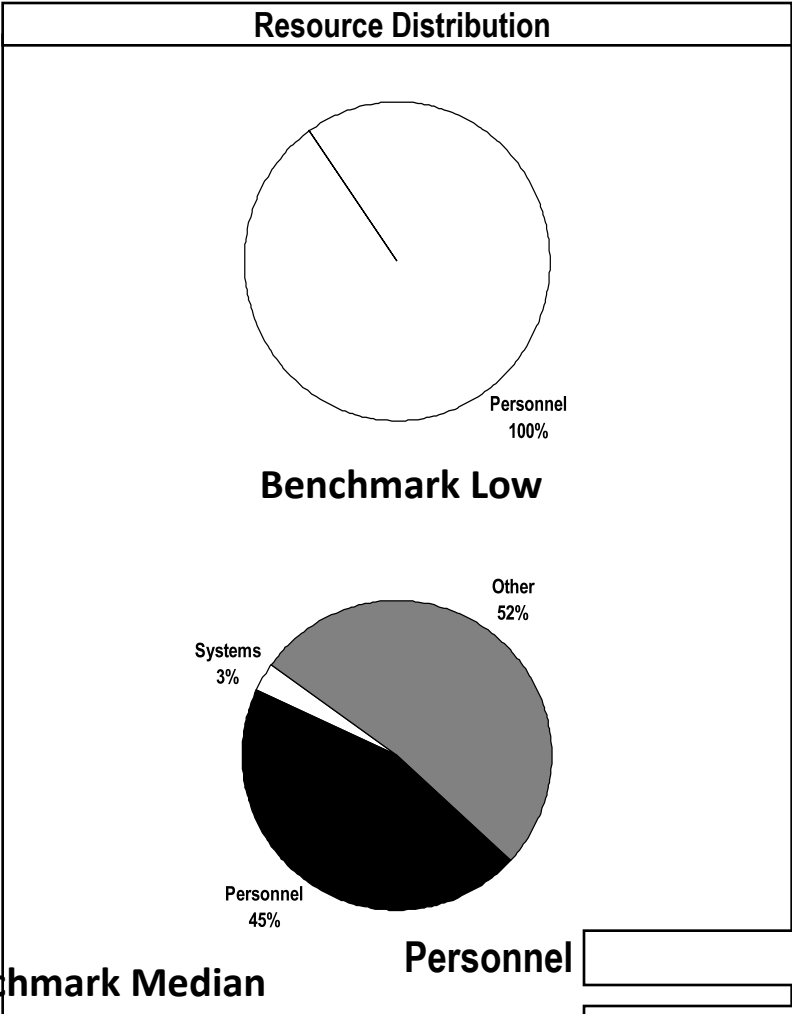


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants



## Over Billion Dollar Revenue Participants

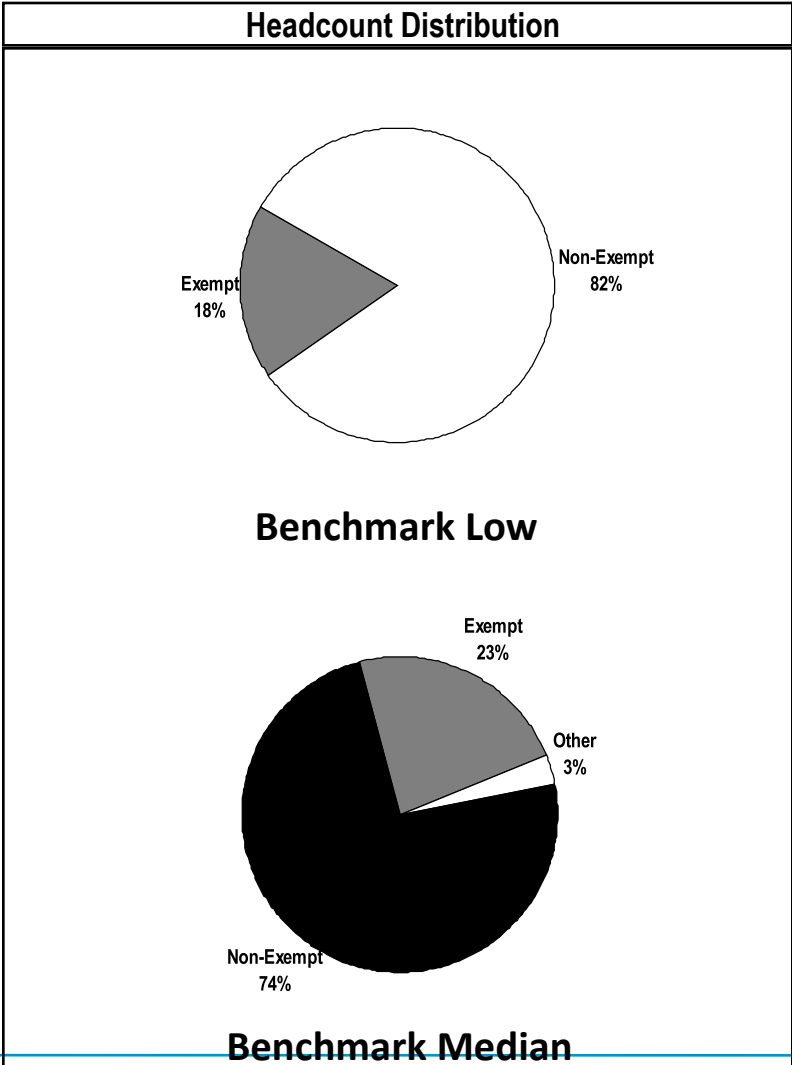
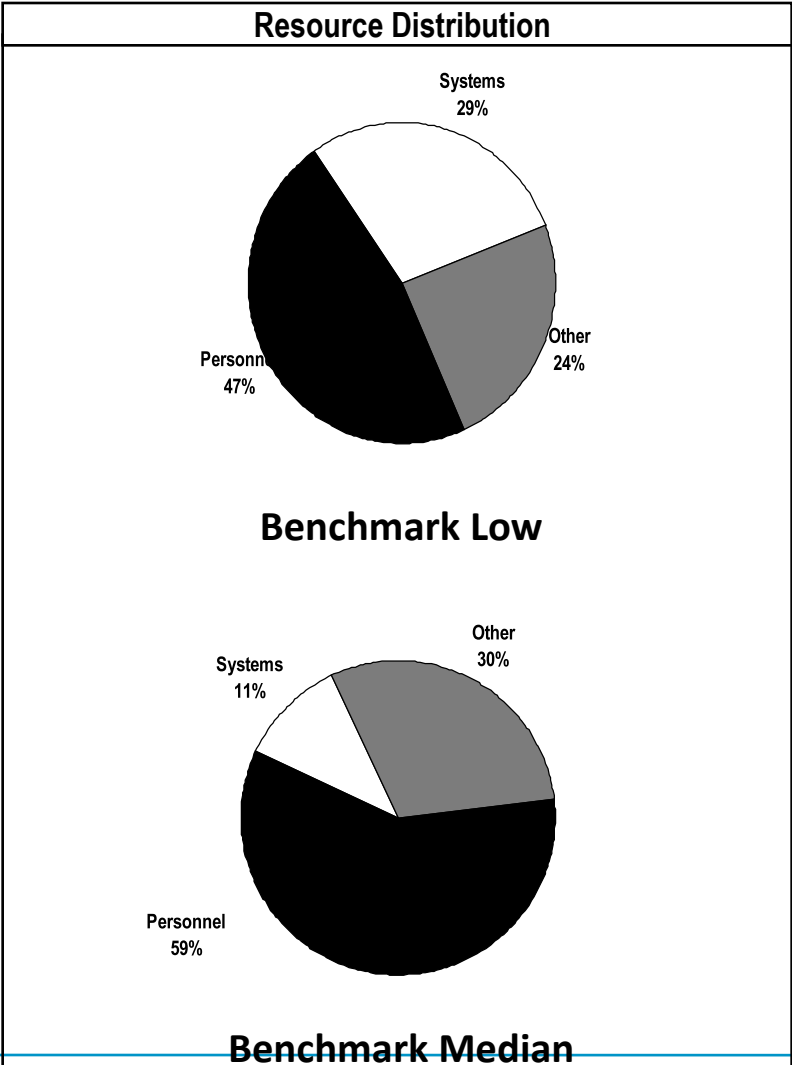
Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.4	.0004%	.0003%	.0002%	.001%	Lowest Value
First Quartile	.7	.012%	.003%	.004%	.017%	First Quartile
Second Quartile	1.4	.024%	.006%	.009%	.041%	Second Quartile
Third Quartile	2.1	.052%	.009%	.016%	.070%	Third Quartile
Fourth Quartile	2.8	.489%	.057%	.050%	.583%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	
at First Quartile Break					\$ <div></div>	

## Under Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.2	.015%	.001%	.0006%	.011%	Lowest Value
First Quartile	.5	.022%	.007%	.003%	.033%	First Quartile
Second Quartile	.9	.029%	.012%	.006%	.046%	Second Quartile
Third Quartile	1.0	.036%	.019%	.007%	.062%	Third Quartile
Fourth Quartile	12.5	.302%	.069%	.083%	.455%	Fourth Quartile
Your Company	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	
Improvement Potential					<input type="text"/> %	
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	
at First Quartile Break					\$	<input type="text"/>



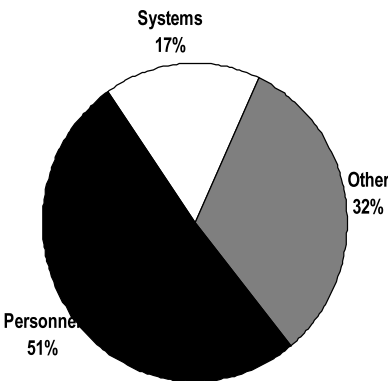
All Participants



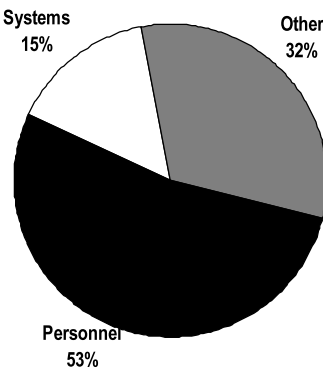


Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



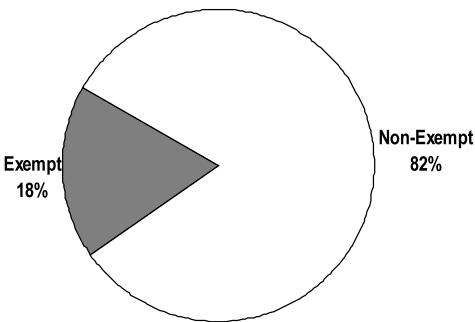
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

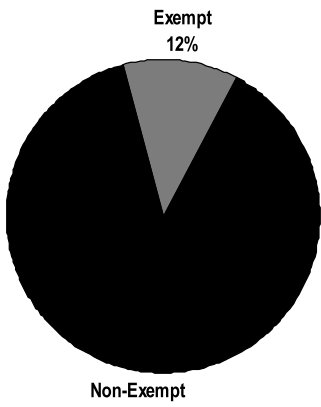
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



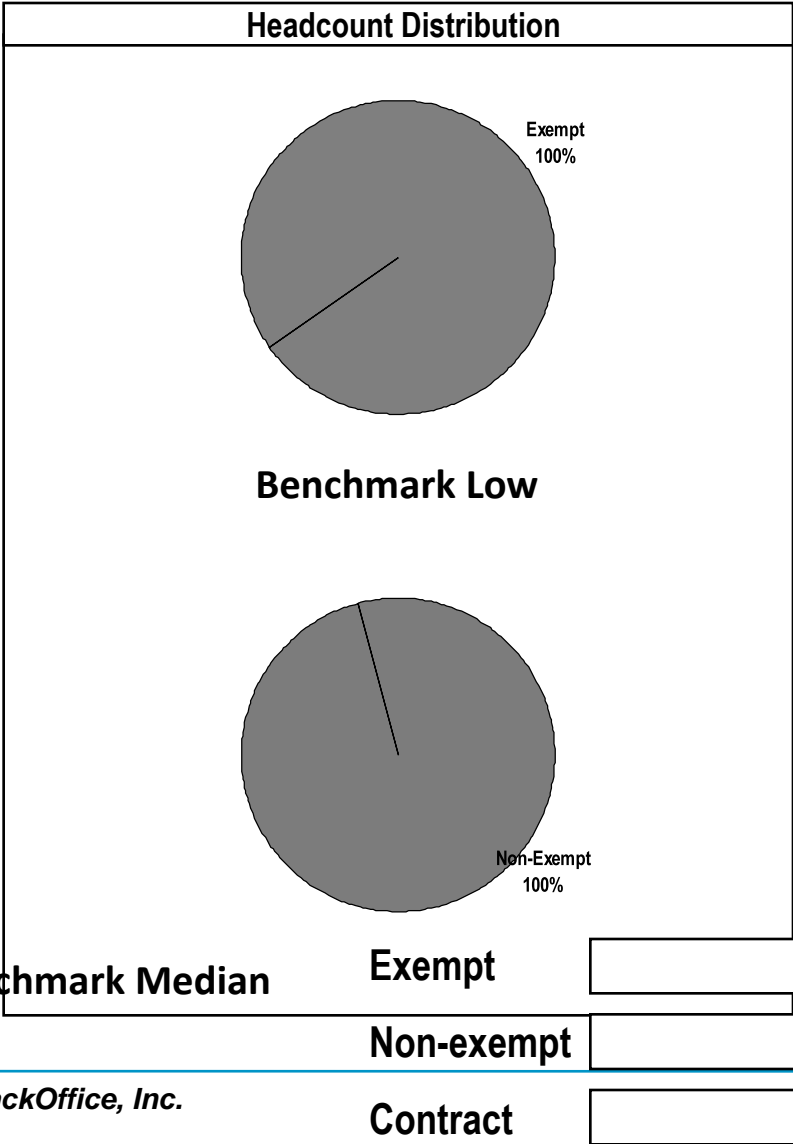
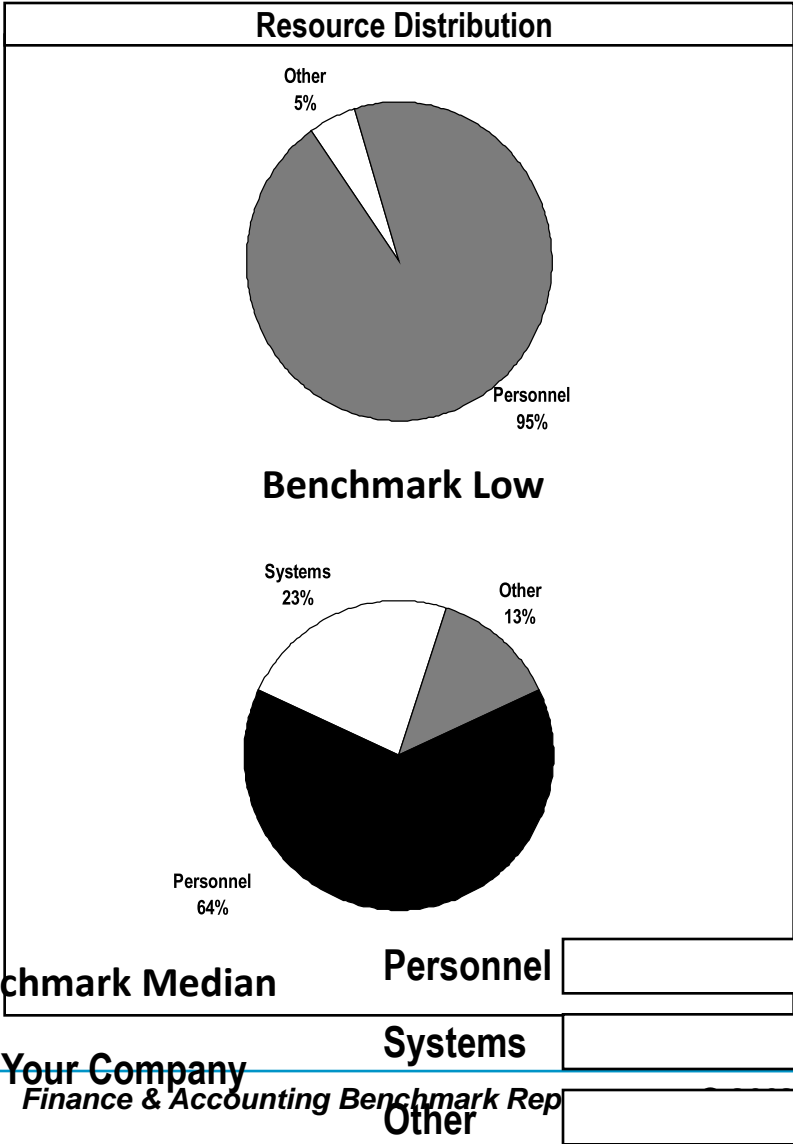
Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

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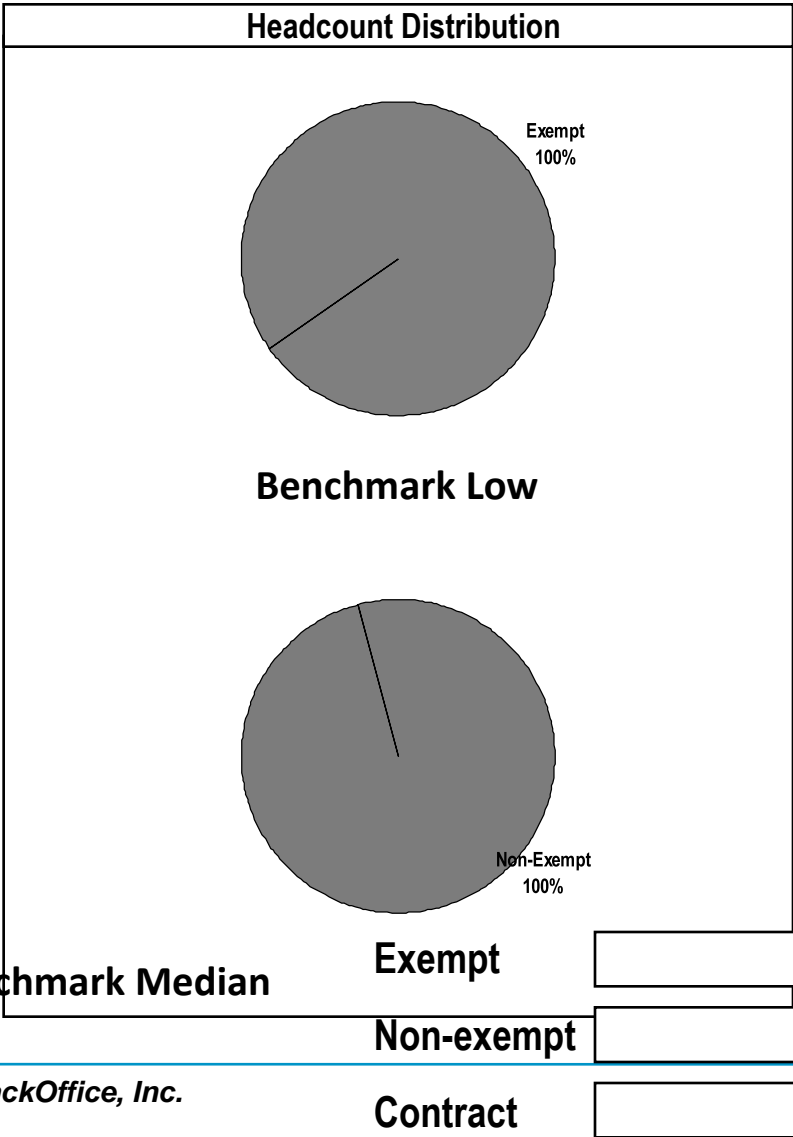
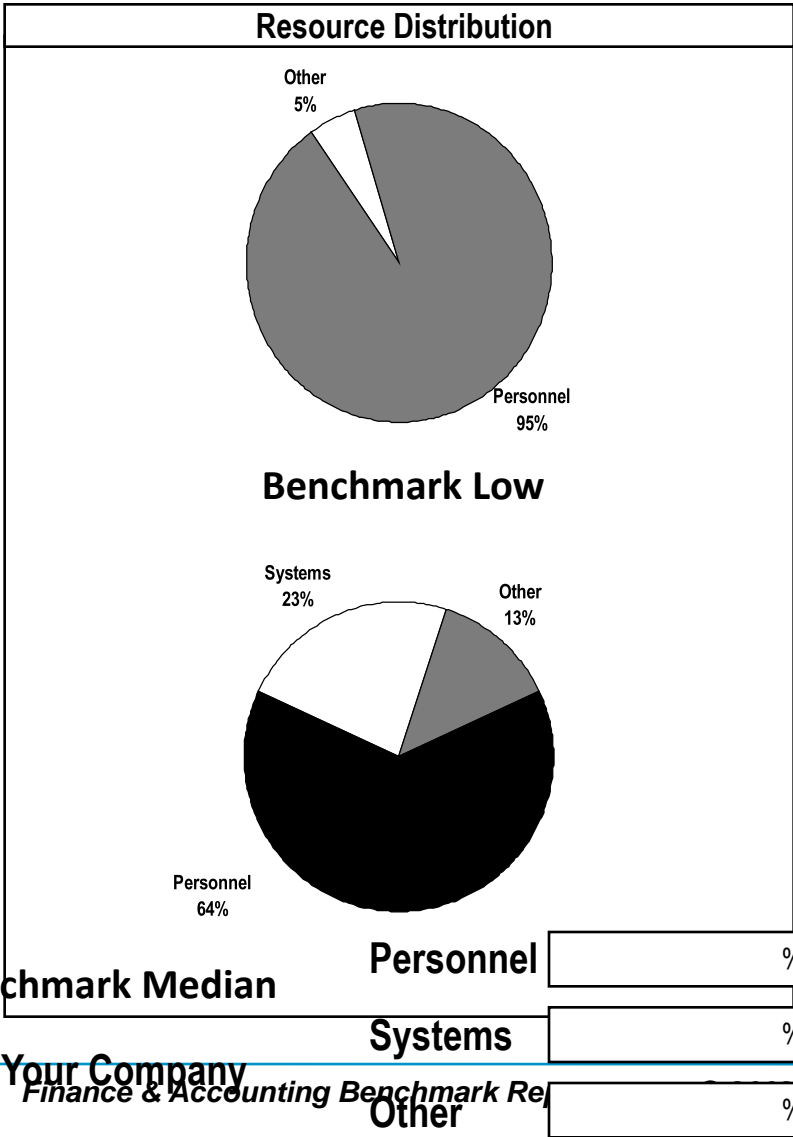


# Under Billion Dollar Revenue Participants



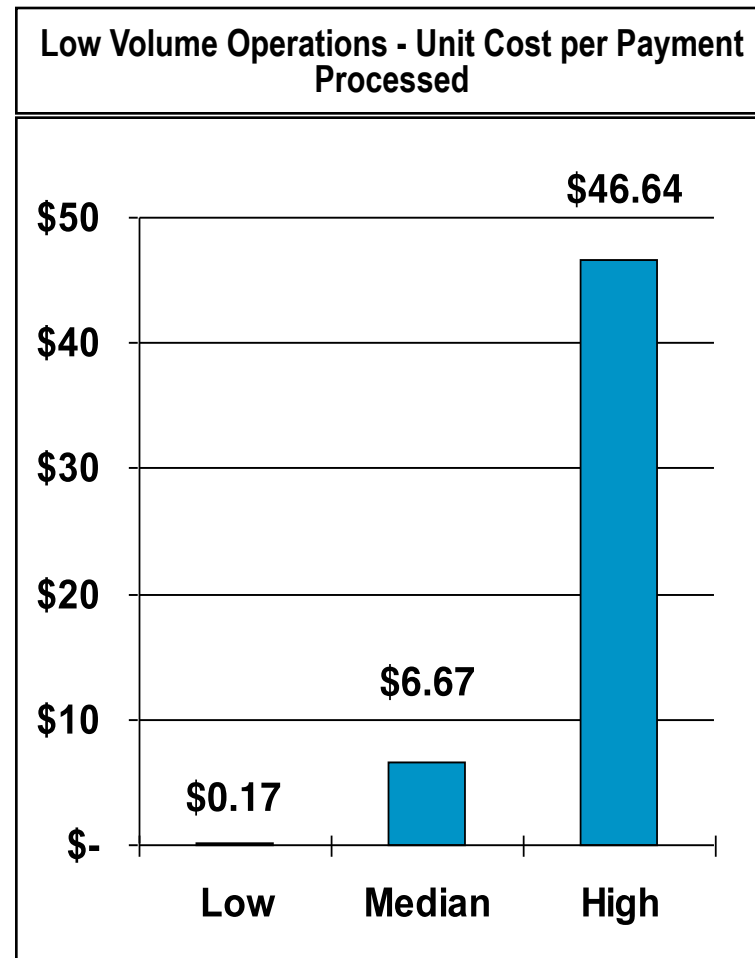
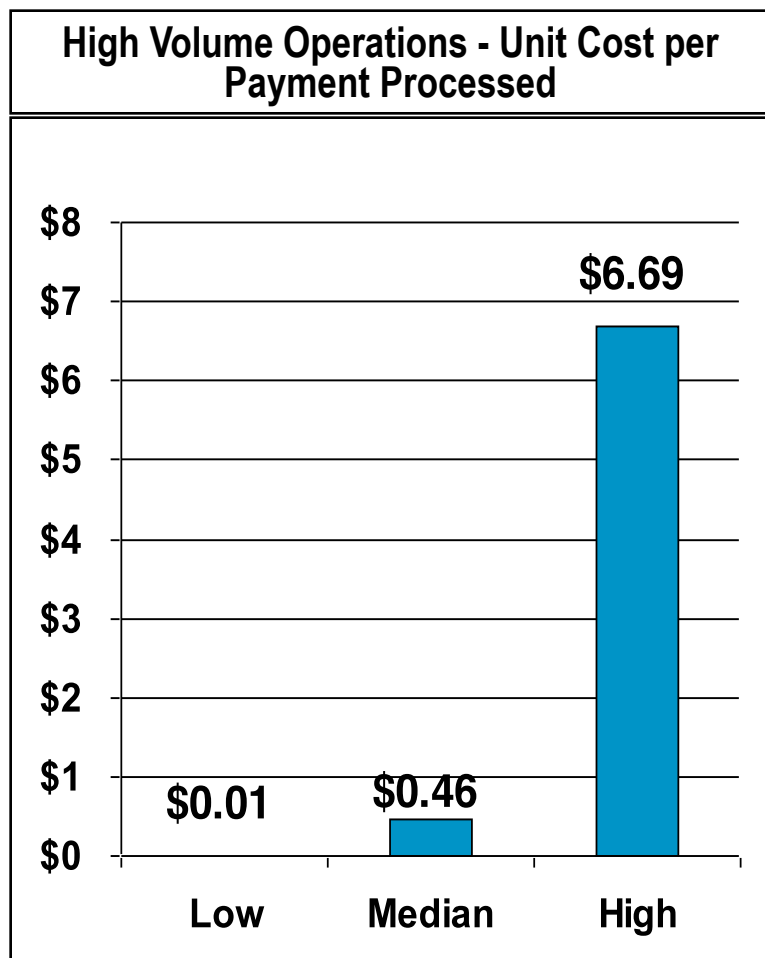


# Under Billion Dollar Revenue Participants



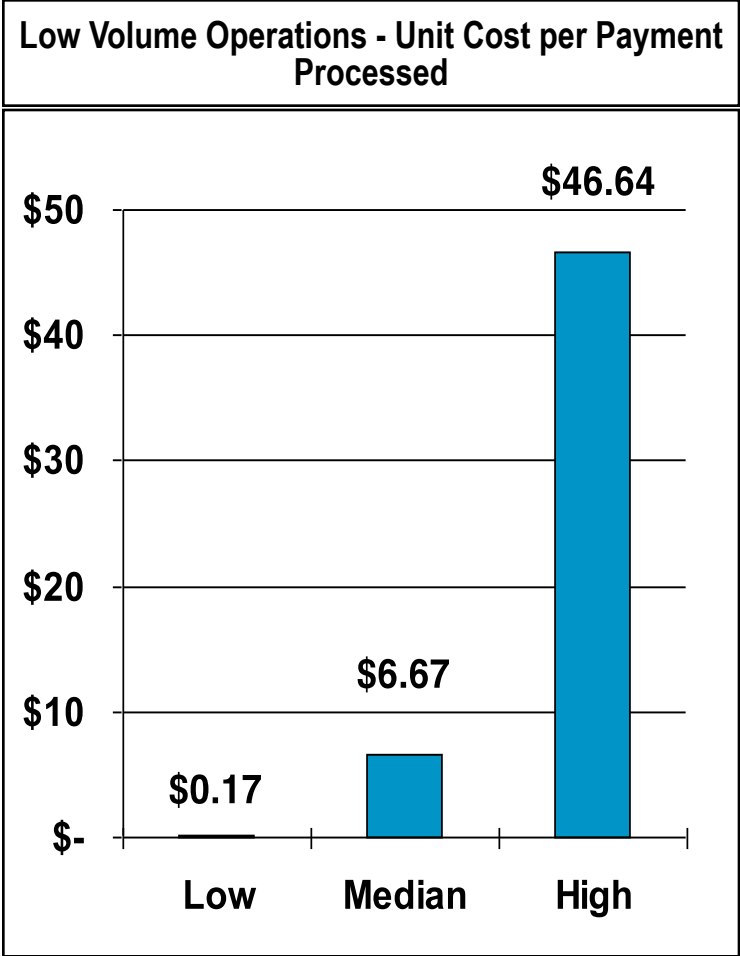
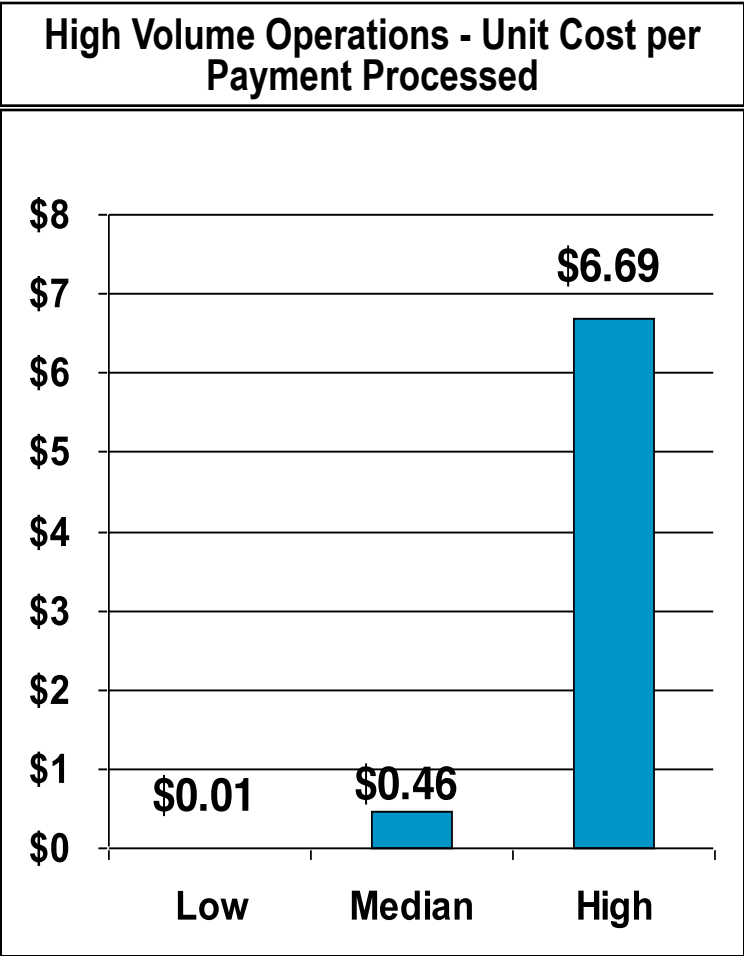


## All Participants



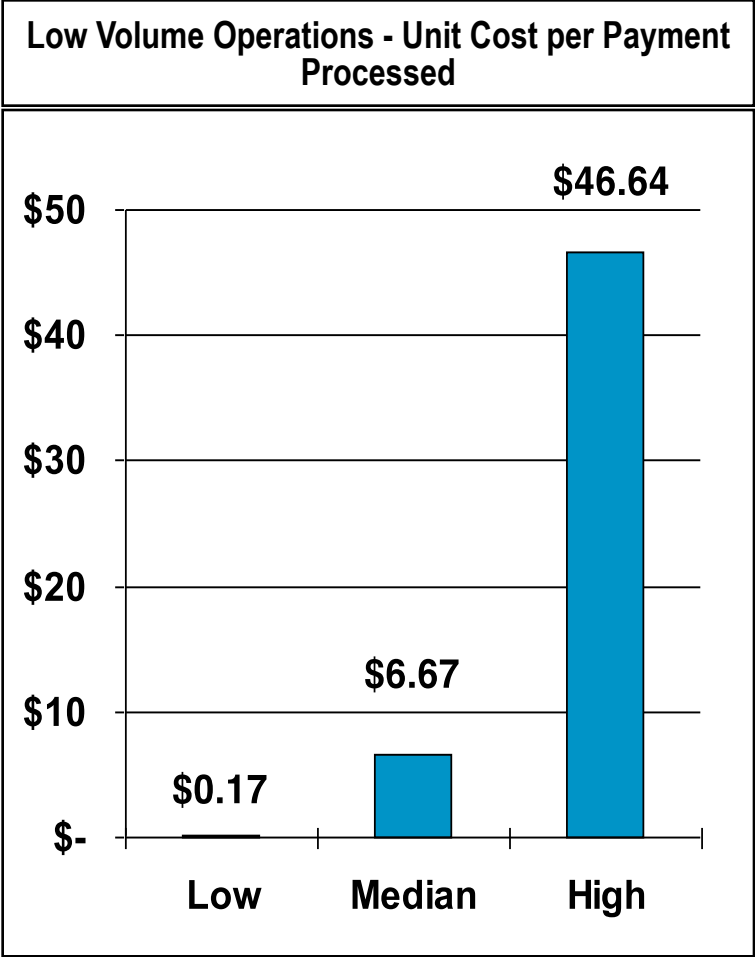
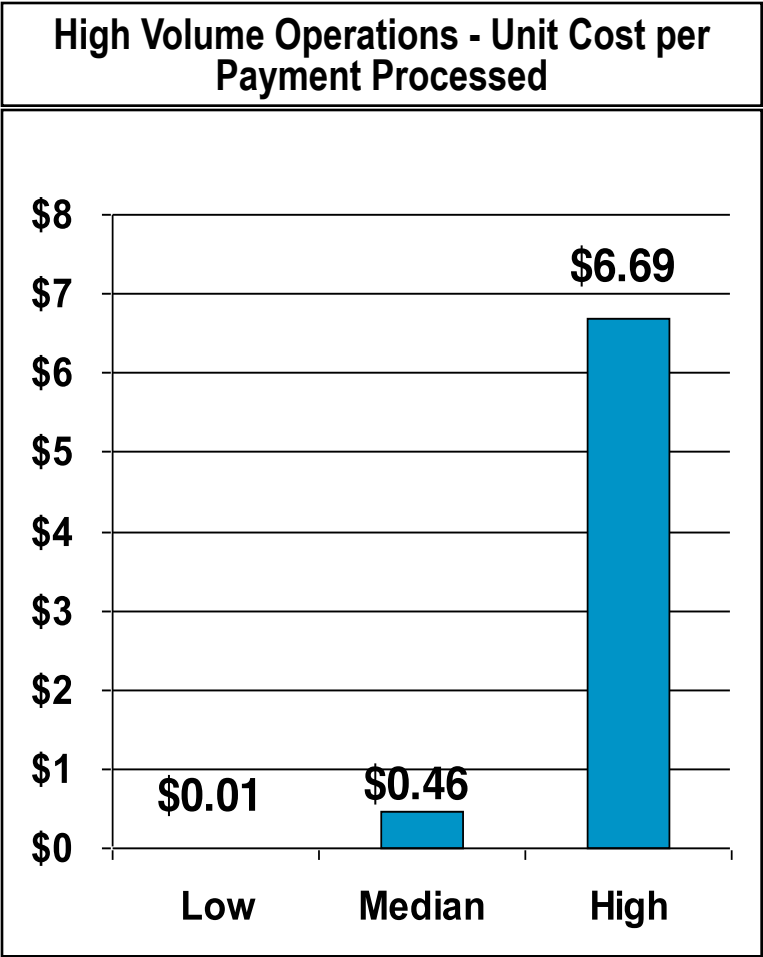


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants





## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.4	.001%	.0002%	.0003%	.003%
First Quartile	2.6	.012%	.003%	.002%	.024%
Second Quartile	4.1	.020%	.008%	.003%	.032%
Third Quartile	7.6	.031%	.017%	.008%	.051%
Fourth Quartile	16.3	.123%	.029%	.019%	.170%



## Over Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.4	.001%	.0002%	.0009%	.003%	Lowest Value
First Quartile	2.3	.012%	.002%	.002%	.016%	First Quartile
Second Quartile	4.0	.019%	.005%	.004%	.031%	Second Quartile
Third Quartile	7.3	.038%	.010%	.008%	.062%	Third Quartile
Fourth Quartile	16.3	.123%	.029%	.019%	.170%	Fourth Quartile
Your Company	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	<input type="text"/> %	
Improvement Potential					<input type="text"/> %	
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	
at First Quartile Break					\$	<input type="text"/>

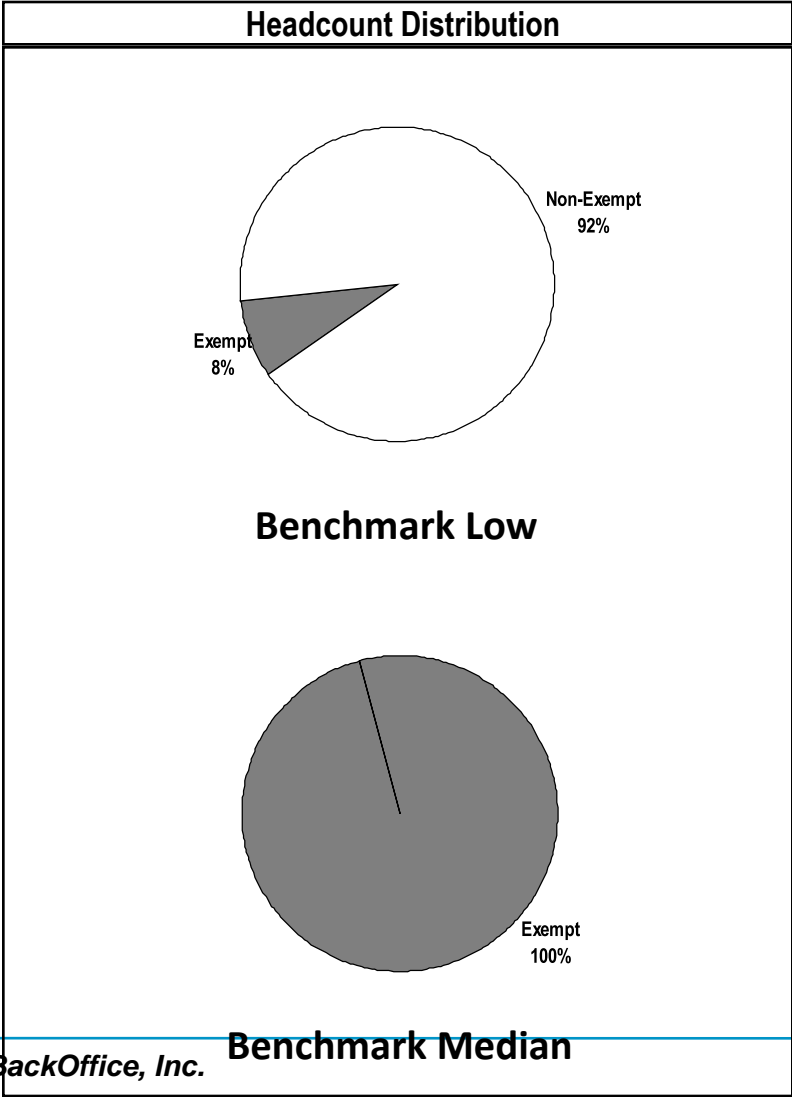
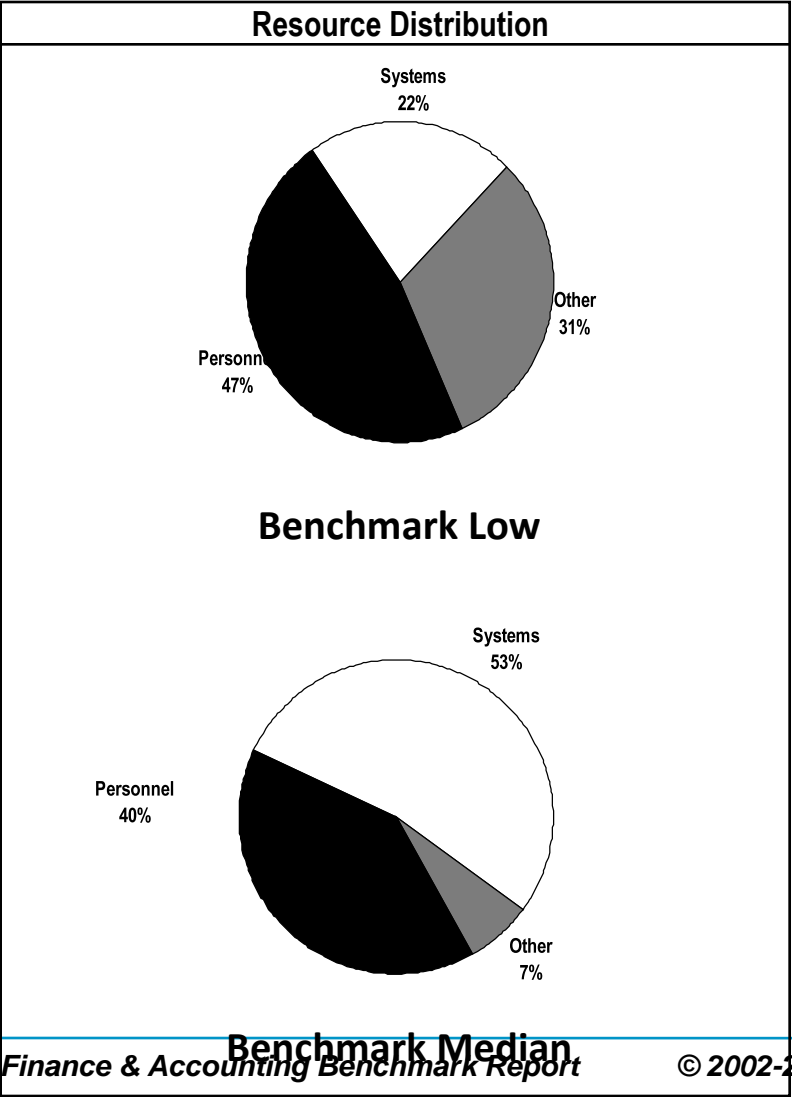


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.006%	.001%	.0003%	.028%
First Quartile	.3	.015%	.008%	.002%	.031%
Second Quartile	.4	.020%	.013%	.003%	.032%
Third Quartile	.8	.029%	.018%	.008%	.044%
Fourth Quartile	1.1	.047%	.023%	.013%	.066%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

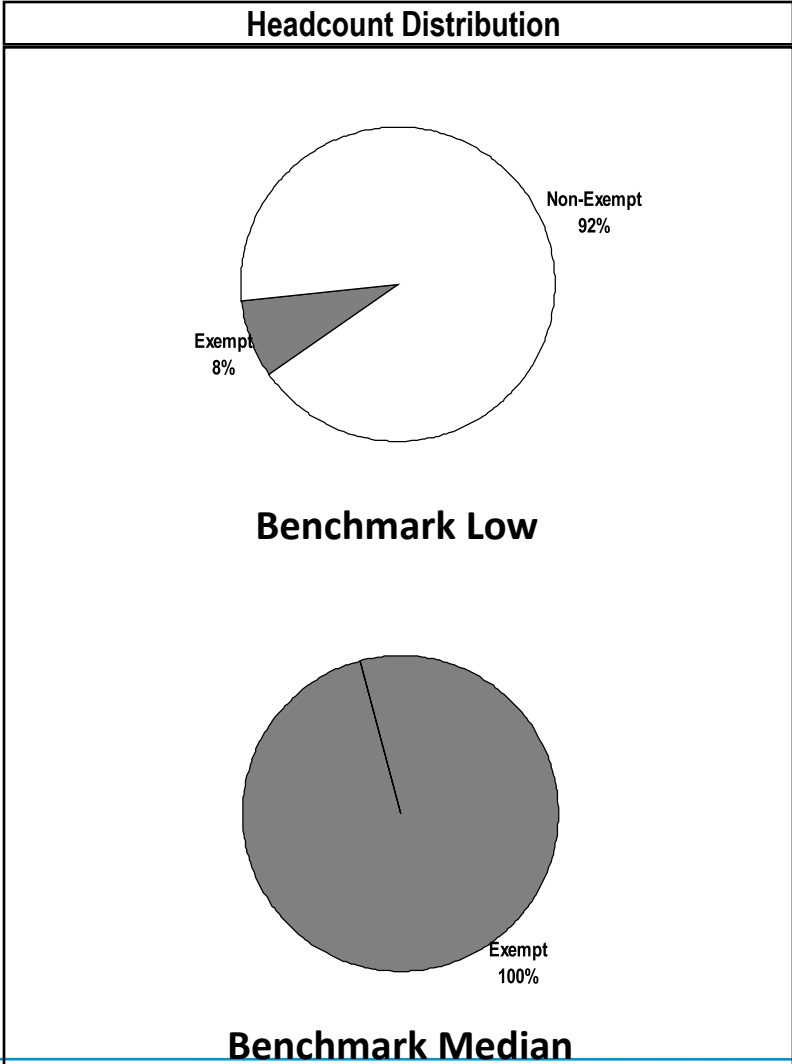
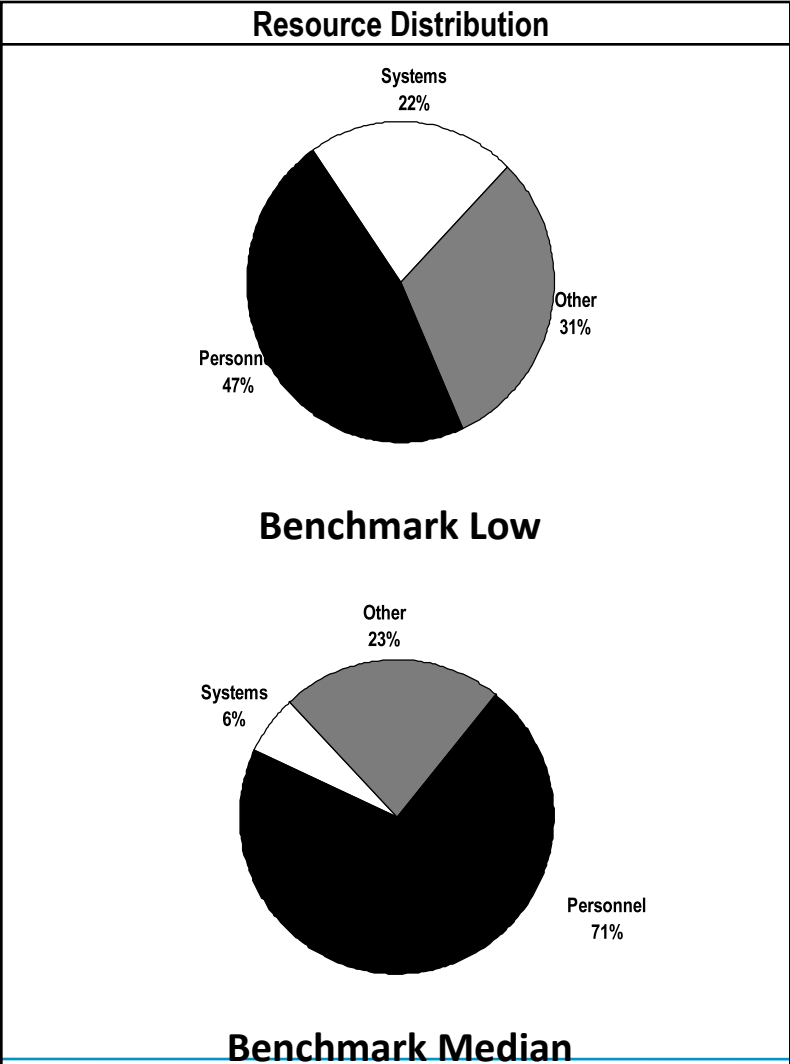


All Participants



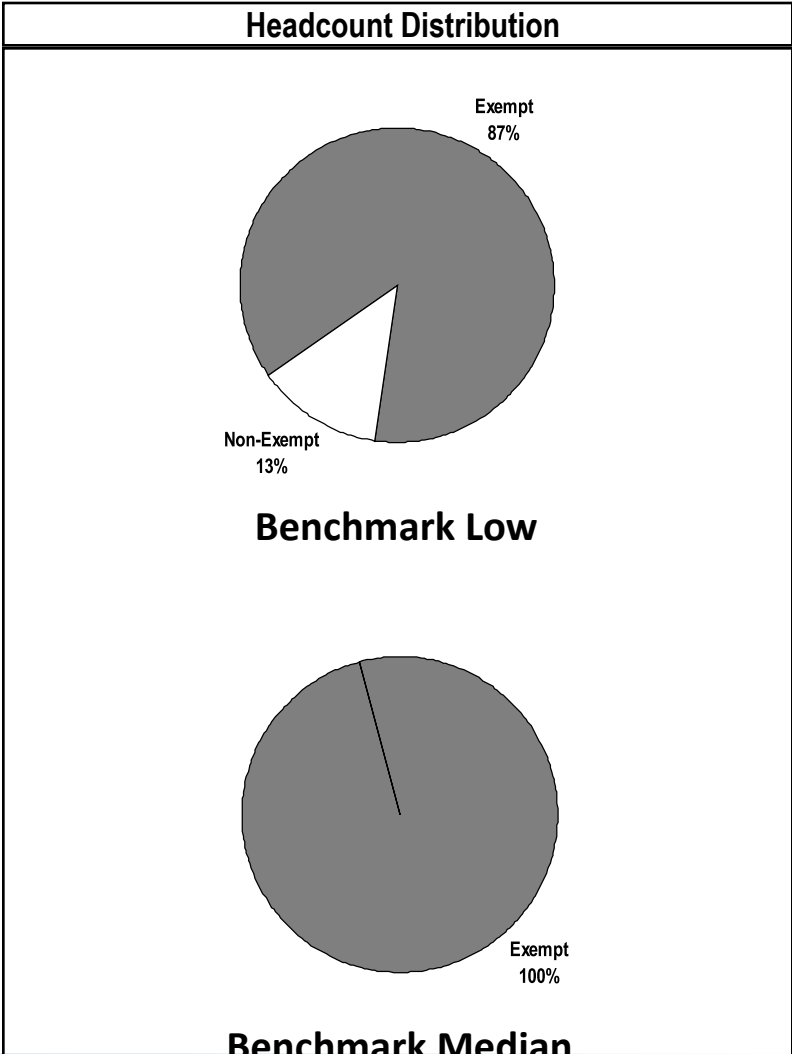
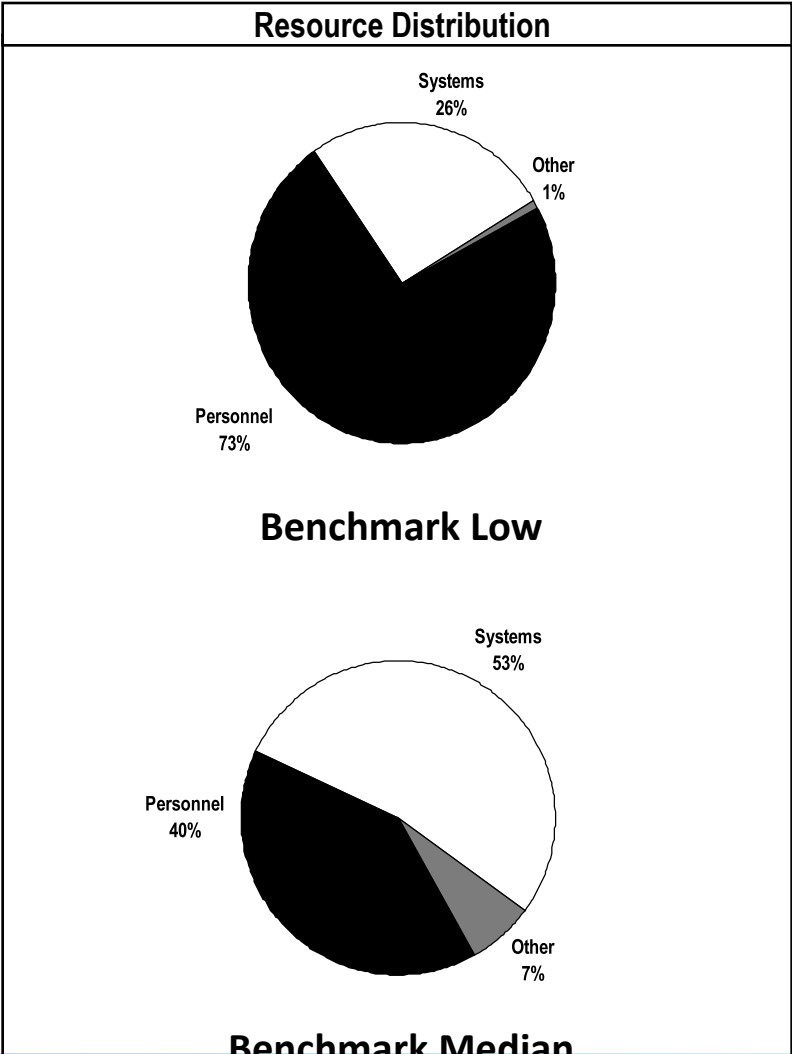


Over Billion Dollar Revenue Participants





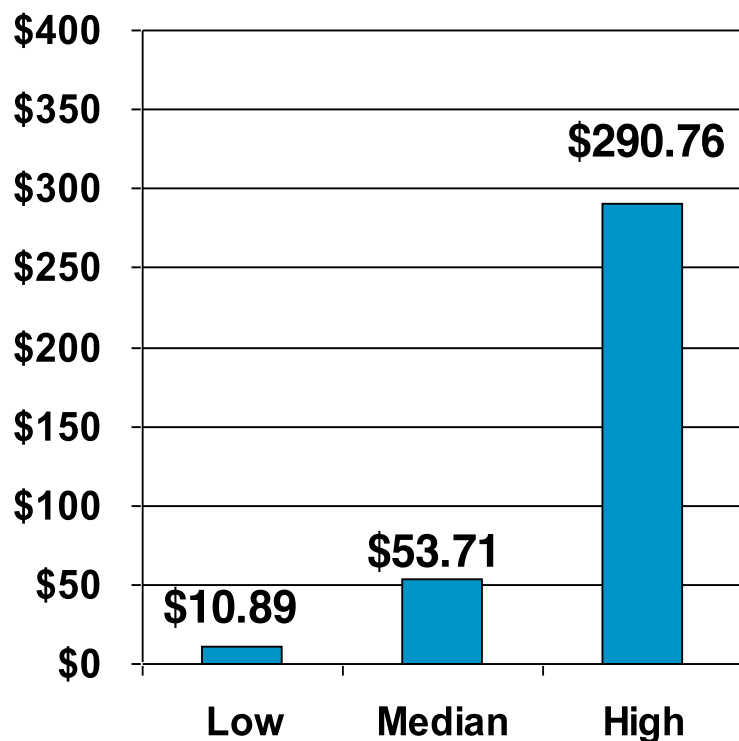
Under Billion Dollar Revenue Participants



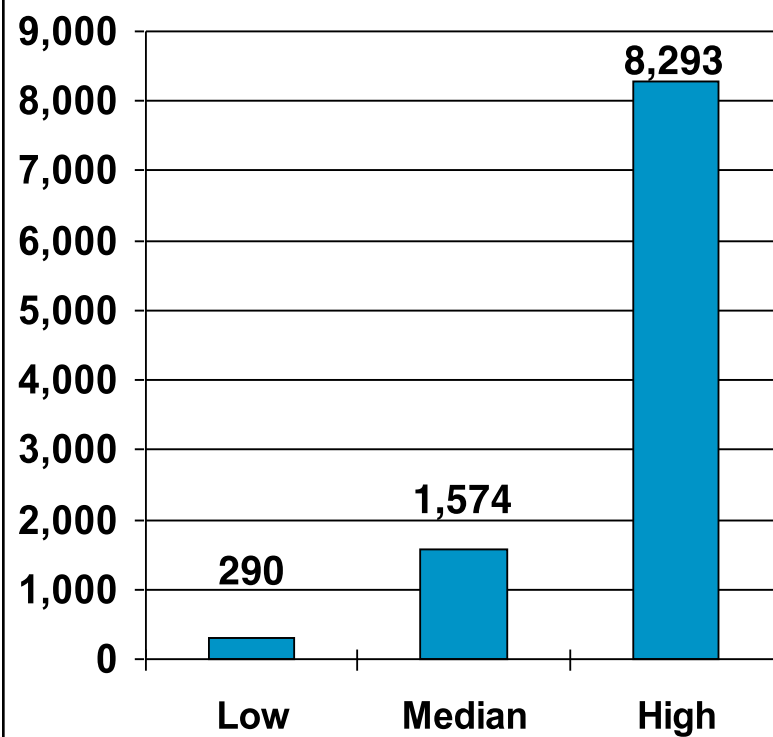


## All Participants

Unit Cost per Fixed Asset Line Item

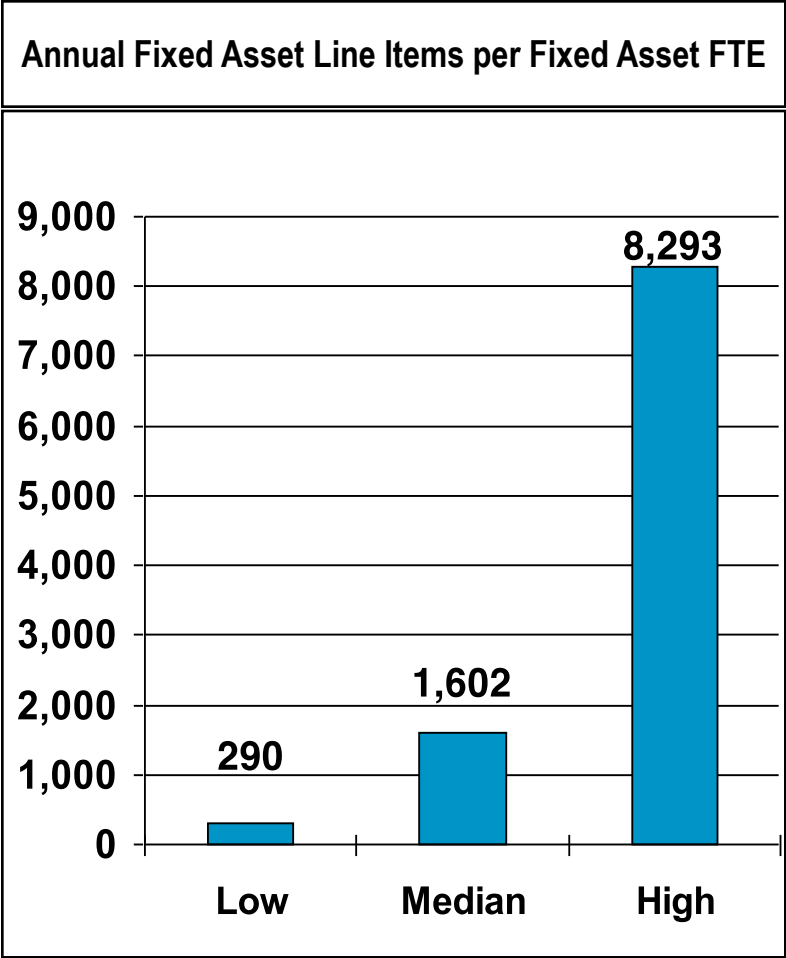
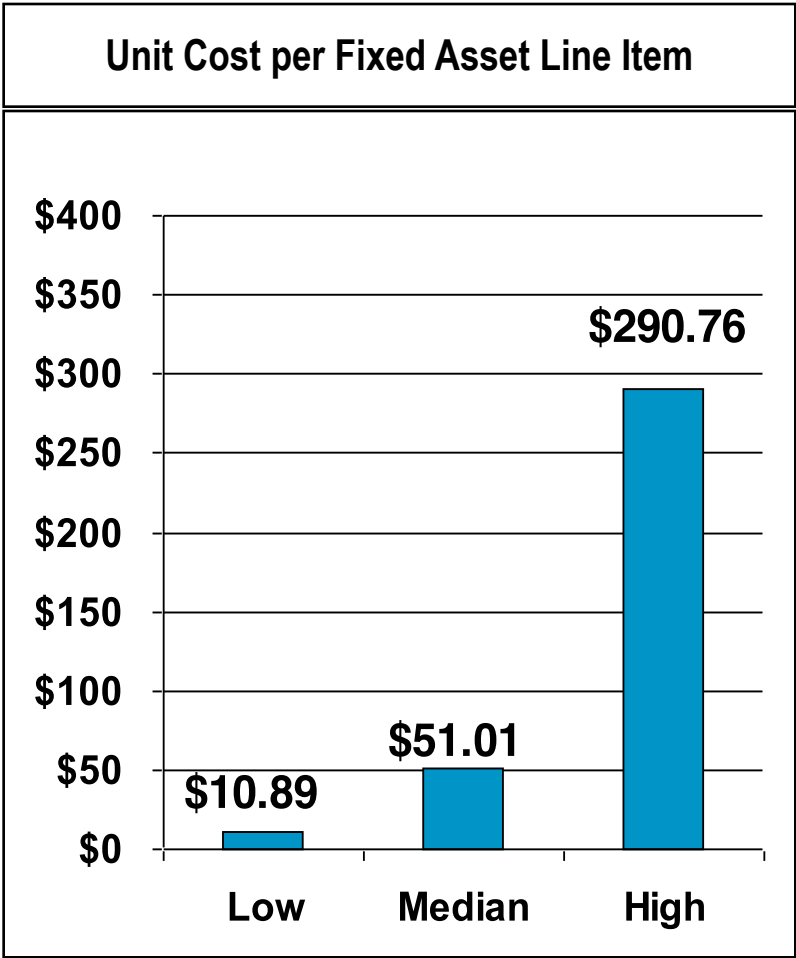


Annual Fixed Asset Line Items per Fixed Asset FTE



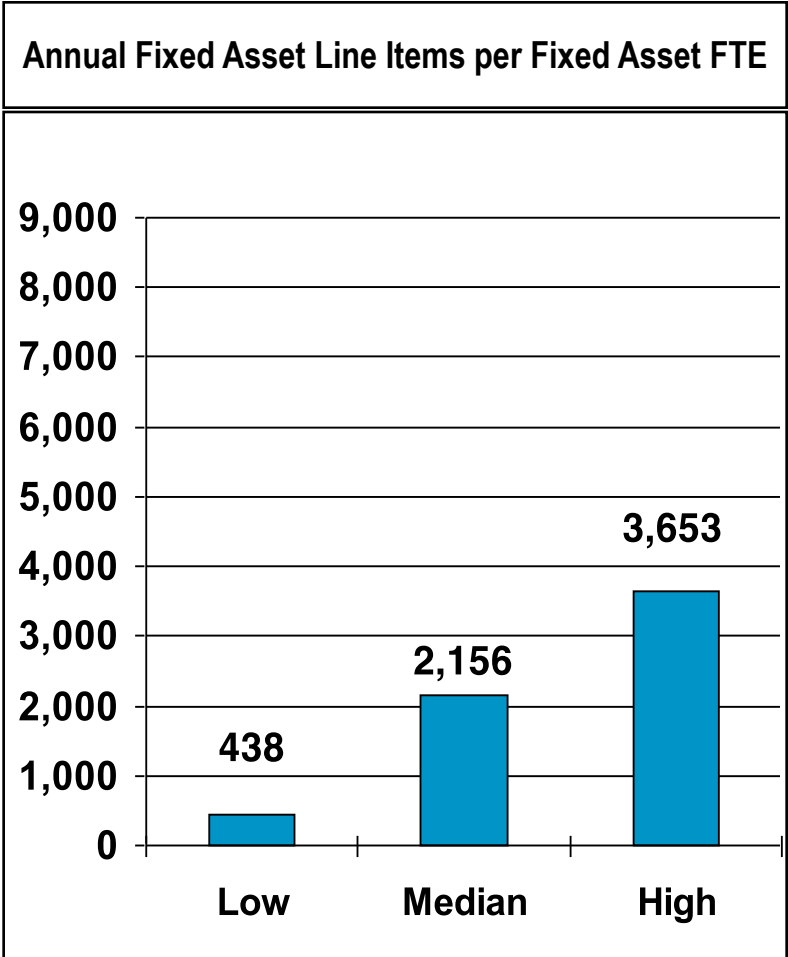
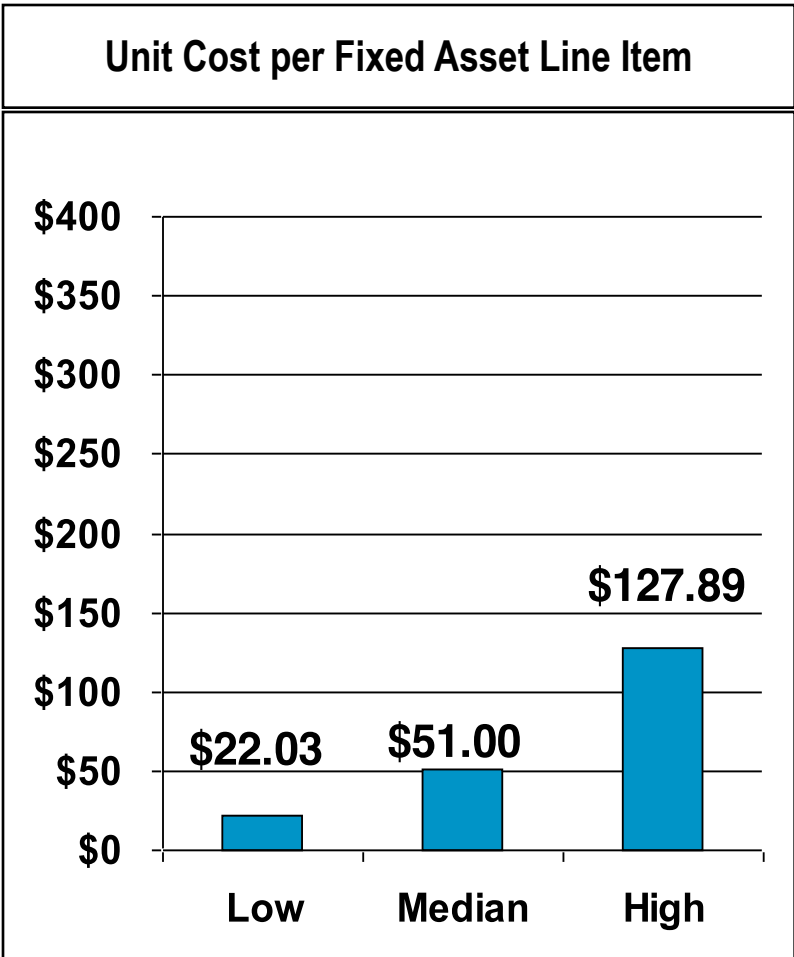


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants



## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.2	.019%	.00003%	.002%	.002%
First Quartile	1.6	.039%	.0005%	.006%	.014%
Second Quartile	2.2	.093%	.001%	.016%	.019%
Third Quartile	7.0	.116%	.004%	.031%	.050%
Fourth Quartile	15.7	.279%	.013%	.108%	.204%



## Over Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.2	.001%	.00003%	.0001%	.002%	Lowest Value
First Quartile	1.3	.009%	.0004%	.0015%	.013%	First Quartile
Second Quartile	2.2	.013%	.001%	.002%	.016%	Second Quartile
Third Quartile	5.8	.038%	.002%	.005%	.043%	Third Quartile
Fourth Quartile	13.0	.055%	.005%	.021%	.074%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	
at First Quartile Break					<div></div> \$	

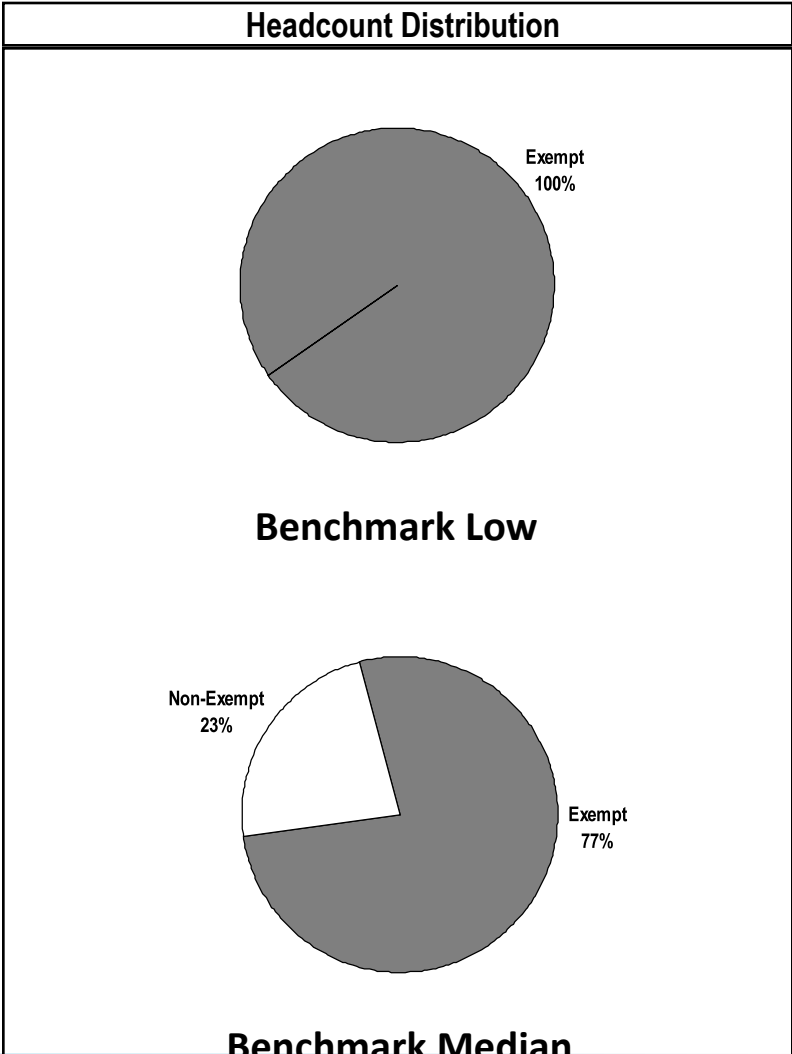
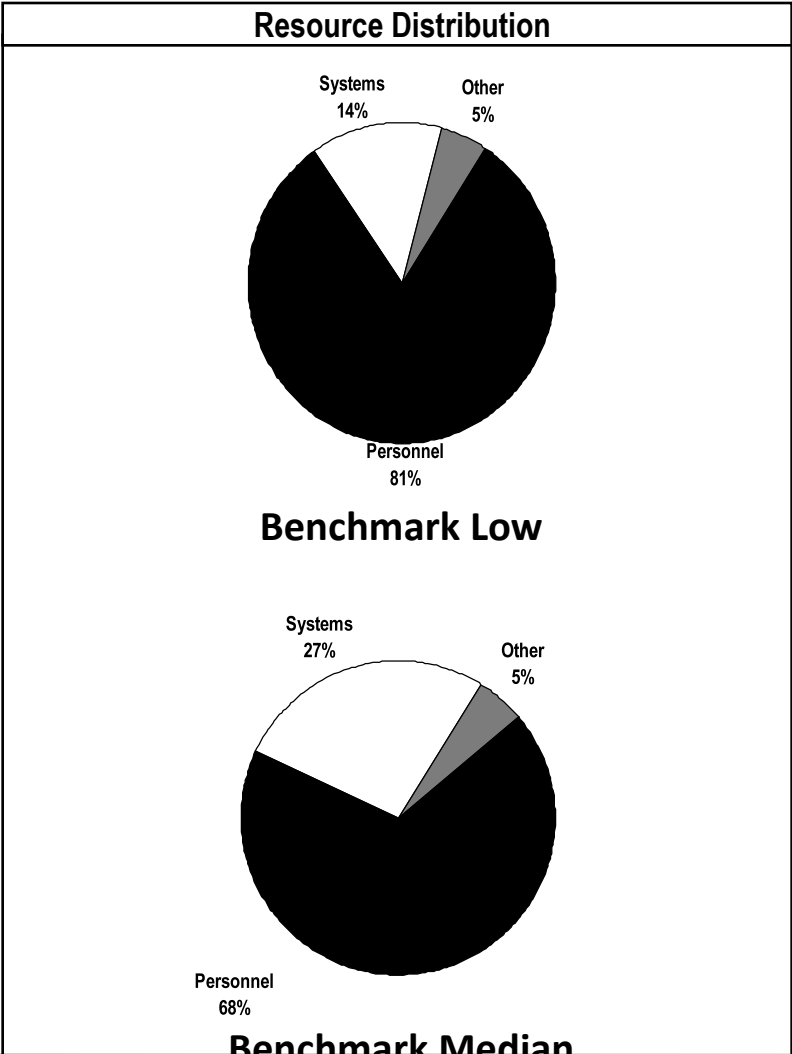


## Under Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.003%	.0009%	.0015%	.003%
First Quartile	.2	.017%	.0025%	.004%	.024%
Second Quartile	.6	.026%	.0038%	.0007%	.034%
Third Quartile	.8	.046%	.004%	.015%	.067%
Fourth Quartile	1.6	.152%	.013%	.052%	.204%
Your Company					
Improvement Potential					
at First Quartile Break					\$



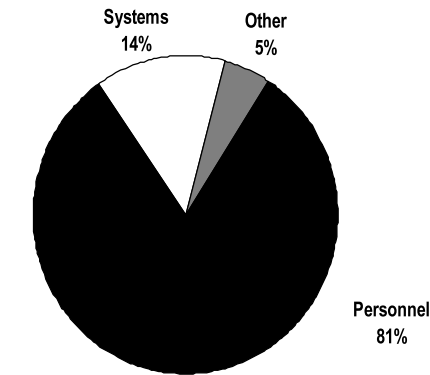
All Participants



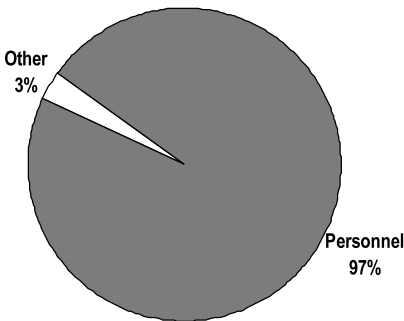


Over Billion Dollar Revenue Participants

Resource Distribution



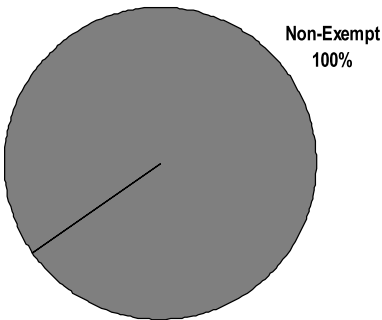
Benchmark Low



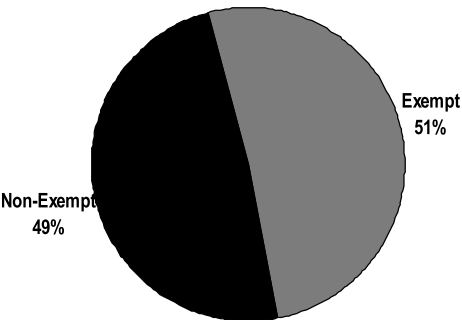
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

Your Company

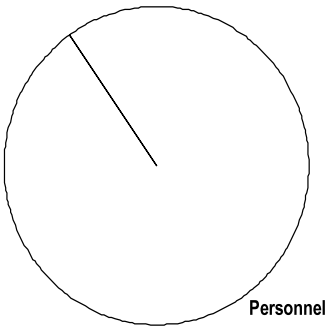
Finance & Accounting Benchmark Report

Q BackOffice, Inc.

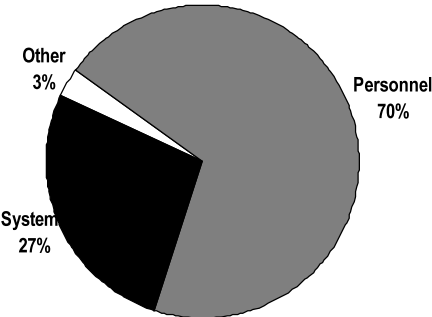


# Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low

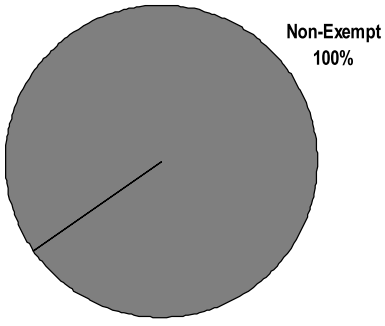


Benchmark Median

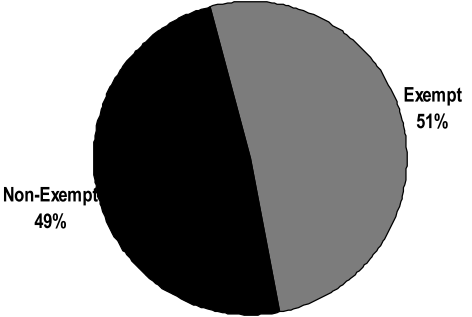
Your Company

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%



## All Participants

Headcount and Cost							
		Headcount per \$ Billion Revenues	Cost as a Percent of Revenue				
			Personnel	Systems	Other	Total	
Lowest Value		.1	.0005%	.00004%	.001%	.003%	Lowest Value
First Quartile		1.2	.010%	.00003%	.004%	.019%	First Quartile
Second Quartile		3.1	.025%	.0006%	.022%	.401%	Second Quartile
Third Quartile		4.4	.051%	.002%	.039%	.085%	Third Quartile
Fourth Quartile		7.6	.115%	.010%	.134%	.186%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.1	.0005%	.00004%	.001%	.003%	Lowest Value
First Quartile	.9	.006%	.0002%	.003%	.018%	First Quartile
Second Quartile	3.1	.025%	.0004%	.021%	.049%	Second Quartile
Third Quartile	4.1	.047%	.001%	.032%	.071%	Third Quartile
Fourth Quartile	7.1	.059%	.010%	.134%	.186%	Fourth Quartile
Your Company						
Improvement Potential						
at First Quartile Break						
Finance & Accounting Benchmark Report					© 2002-2020, IQ Bank Office, Inc.	
					\$	

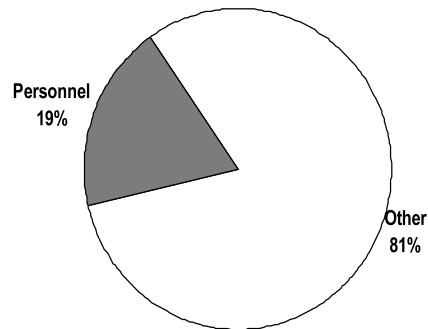


## Under Billion Dollar Revenue Participants

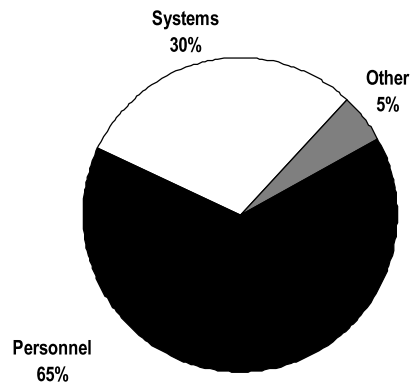
Headcount and Cost					
	Headcount per \$ 100 Million Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.010%	.003%	.001%	.013%
First Quartile	.3	.016%	.004%	.003%	.023%
Second Quartile	.3	.038%	.005%	.023%	.027%
Third Quartile	.4	.073%	.007%	.041%	.105%
Fourth Quartile	.8	.115%	.008%	.042%	.160%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

## All Participants

Resource Distribution

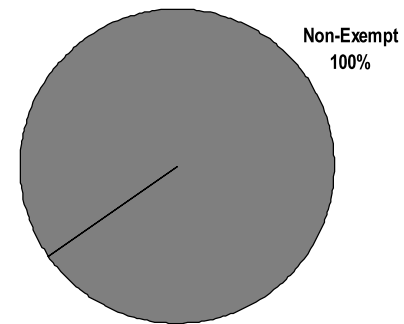


Benchmark Low

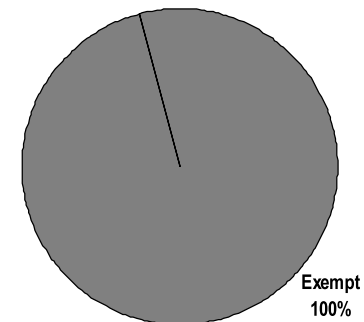


Benchmark Median

Headcount Distribution



Benchmark Low

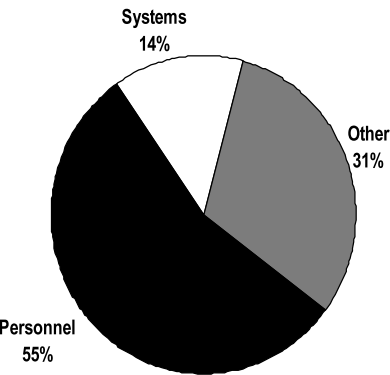


Benchmark Median

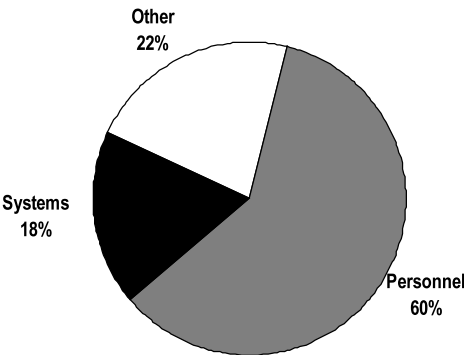


Over Billion Dollar Revenue Participants

Resource Distribution



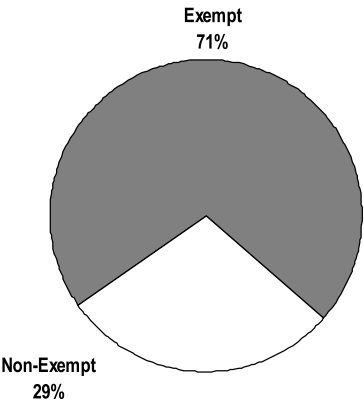
Benchmark Low



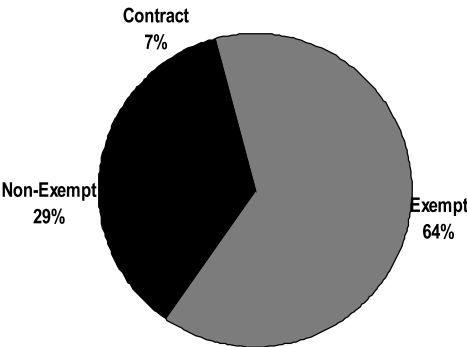
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

Headcount Distribution



Benchmark Low



Benchmark Median

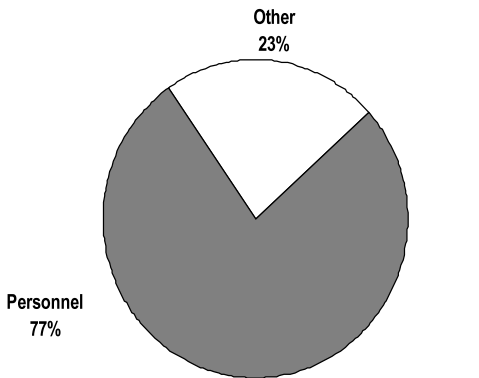
Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

Your Company

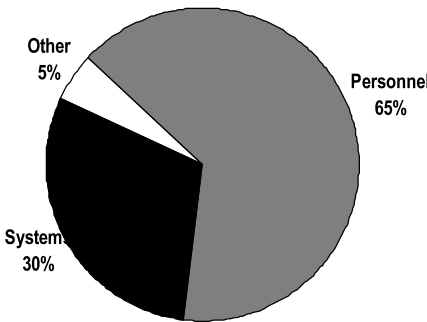


Under Billion Dollar Revenue Participants

Resource Distribution

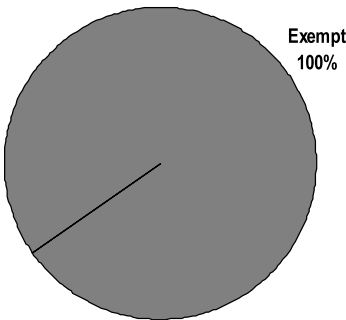


Benchmark Low

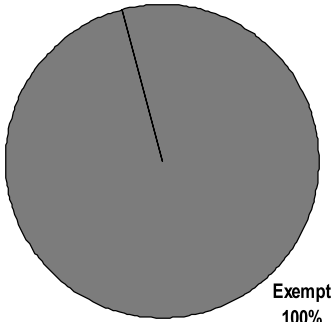


Benchmark Median	Personnel	<input type="text"/>	%
Your Company	Systems	<input type="text"/>	%
	Other	<input type="text"/>	%
	Finance & Accounting Benchmark Report		

Headcount Distribution



Benchmark Low



Benchmark Median	Exempt	<input type="text"/>	%
	Non-exempt	<input type="text"/>	%
	Contract	<input type="text"/>	%

## All Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	0.5	.002%	.0001%	.0006%	.002%	Lowest Value
First Quartile	1.1	.006%	.0004%	.006%	.013%	First Quartile
Second Quartile	2.0	.013%	.001%	.009%	.024%	Second Quartile
Third Quartile	2.5	.019%	.003%	.014%	.035%	Third Quartile
Fourth Quartile	5.7	.040%	.013%	.038%	.069%	Fourth Quartile

## Over Billion Dollar Revenue Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	0.5	.002%	.0001%	.001%	.007%	Lowest Value
First Quartile	1.1	.006%	.0004%	.006%	.018%	First Quartile
Second Quartile	1.7	.007%	.001%	.009%	.022%	Second Quartile
Third Quartile	2.6	.016%	.003%	.014%	.033%	Third Quartile
Fourth Quartile	5.7	.040%	.013%	.038%	.055%	Fourth Quartile
Your Company	<div></div> %	<div></div> %	<div></div> %	<div></div> %	<div></div> %	
Improvement Potential					<div></div> %	
Finance & Accounting Benchmark Report					© 2002-2020, IQ BackOffice, Inc.	
					at First Quartile Break	
					\$ <div></div>	

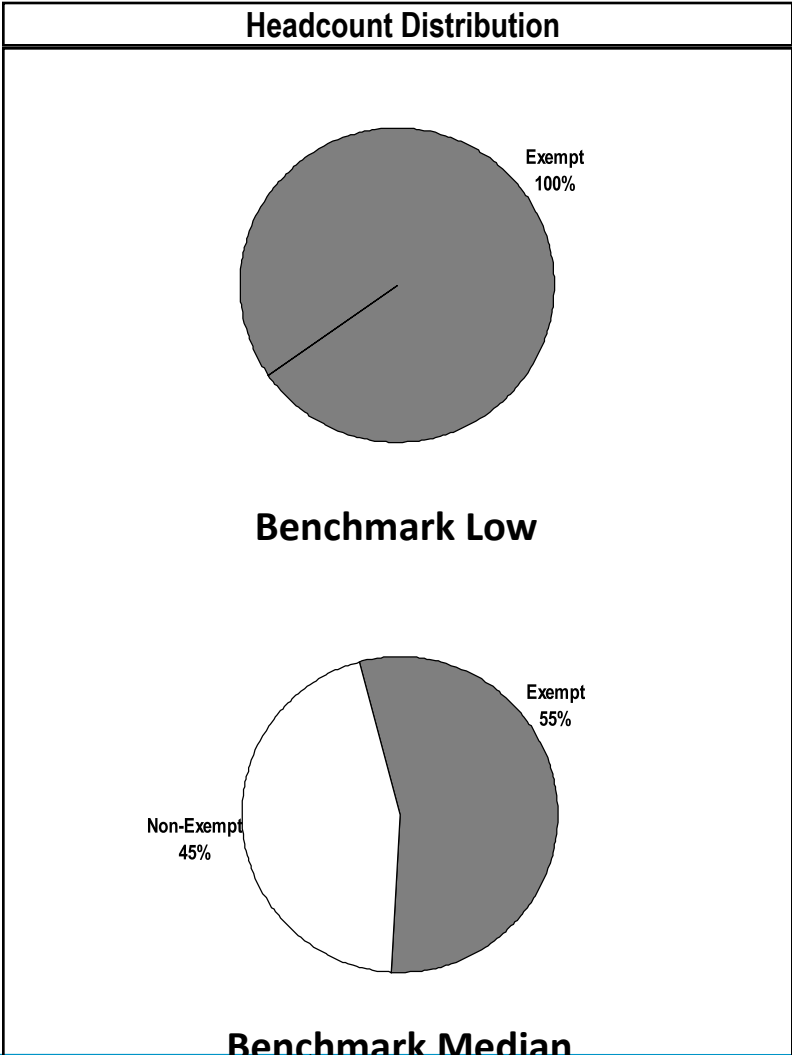
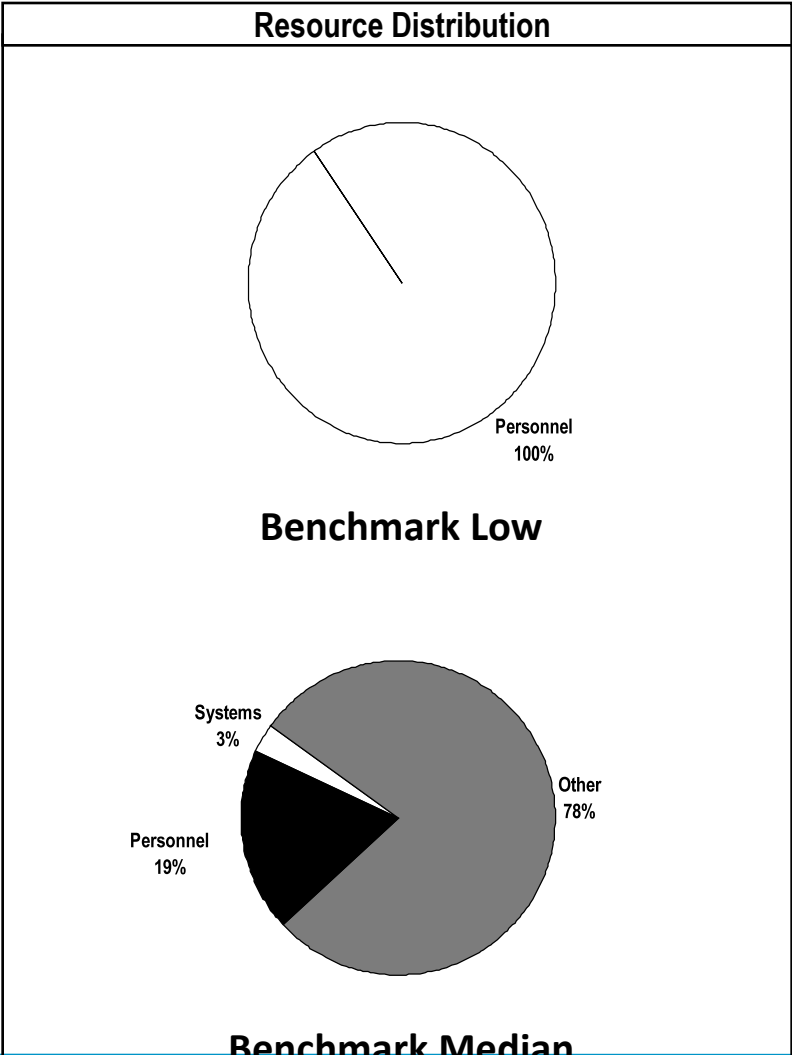


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.05	.002%	.002%	.0006%	.002%
First Quartile	.14	.006%	.004%	.006%	.023%
Second Quartile	.25	.018%	.005%	.009%	.032%
Third Quartile	.3	.026%	.008%	.015%	.036%
Fourth Quartile	.5	.029%	.013%	.037%	.069%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>



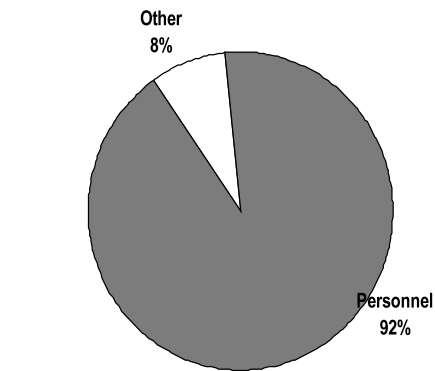
All Participants



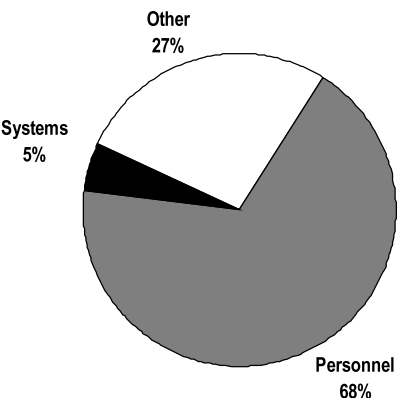


Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



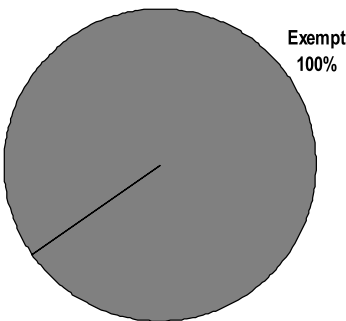
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

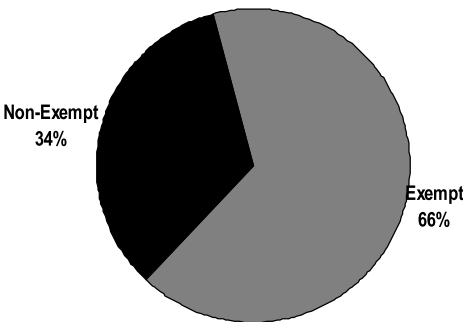
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



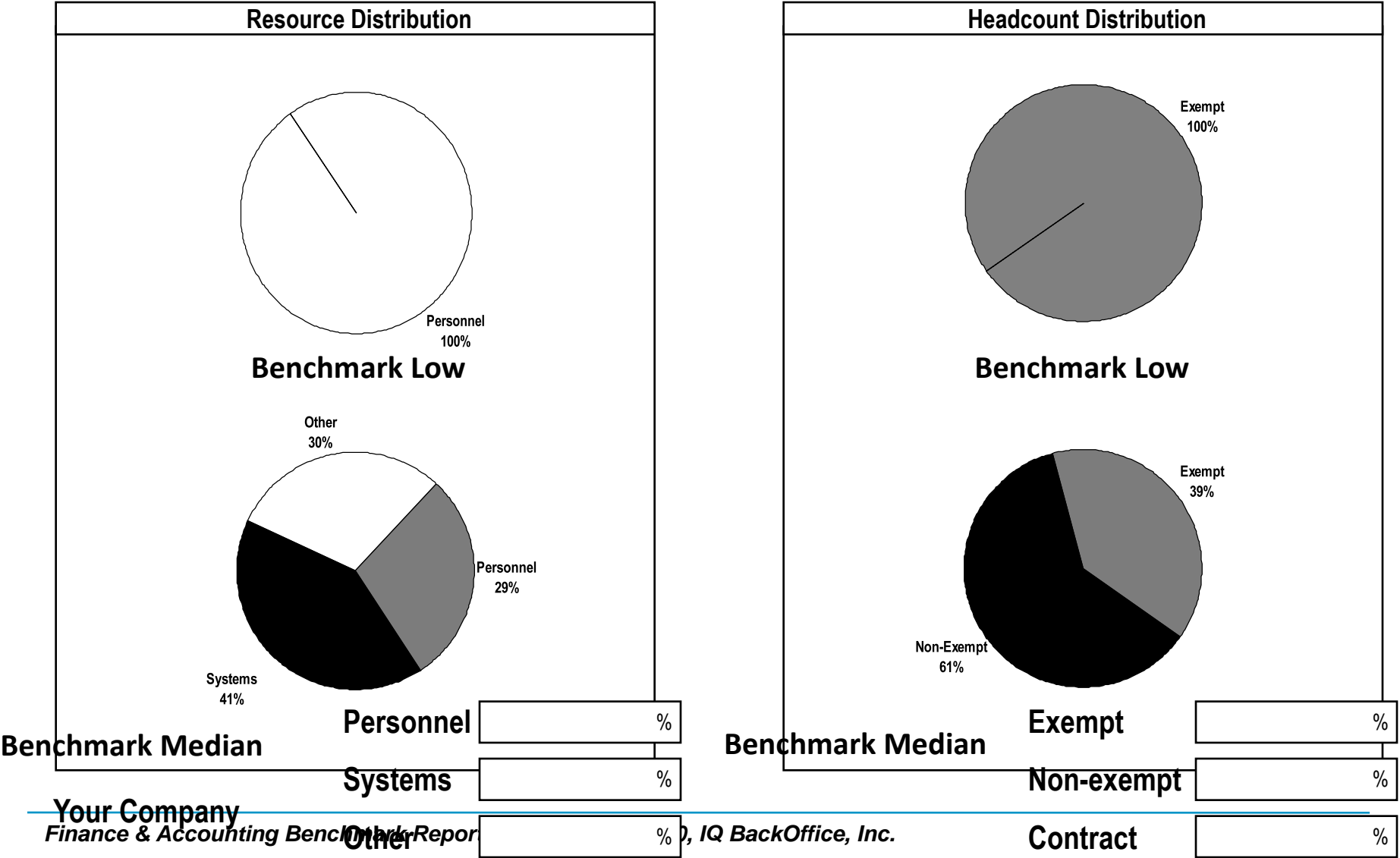
Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

IQ BackOffice, Inc.



Under Billion Dollar Revenue Participants





## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.05	.002%	.00001%	.001%	.002%
First Quartile	1.7	.011%	.0005%	.013%	.026%
Second Quartile	4.9	.032%	.001%	.026%	.057%
Third Quartile	7.3	.058%	.004%	.046%	.103%
Fourth Quartile	10.2	.139%	.016%	.144%	.203%



## Over Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ Billion Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	1.1	.007%	.00003%	.003%	.020%
First Quartile	2.1	.017%	.0005%	.015%	.045%
Second Quartile	5.4	.038%	.001%	.028%	.073%
Third Quartile	7.3	.058%	.002%	.043%	.103%
Fourth Quartile	8.4	.074%	.016%	.144%	.203%
Your Company					
Improvement Potential					
at First Quartile Break					\$

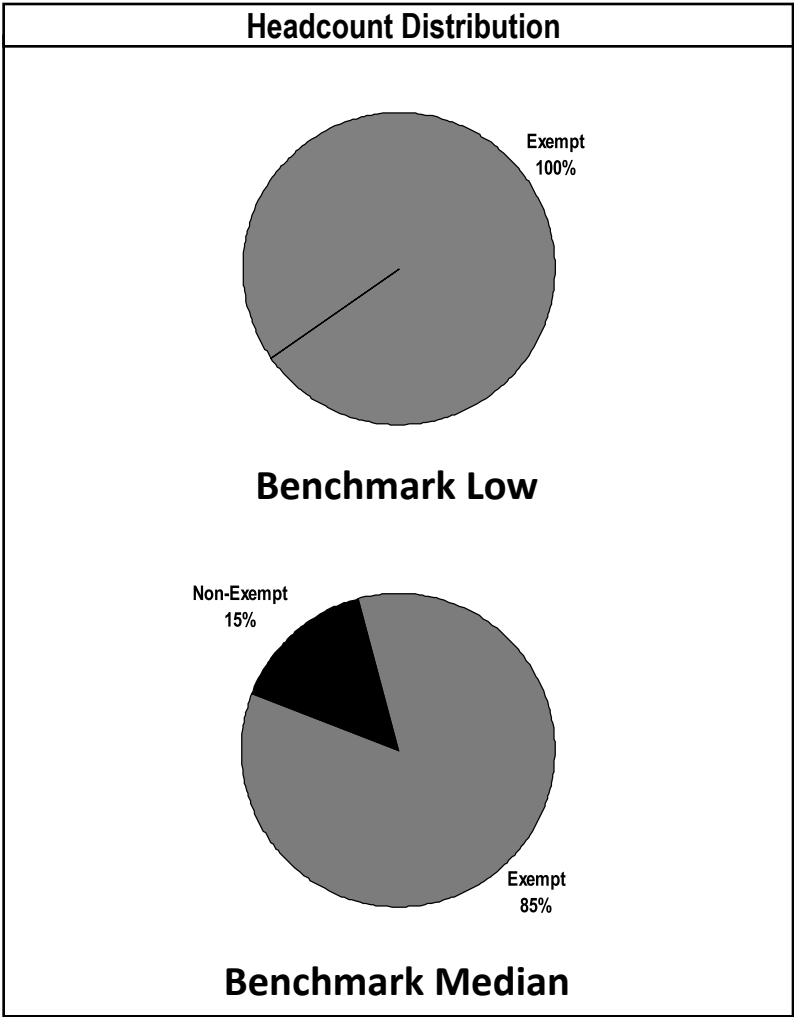
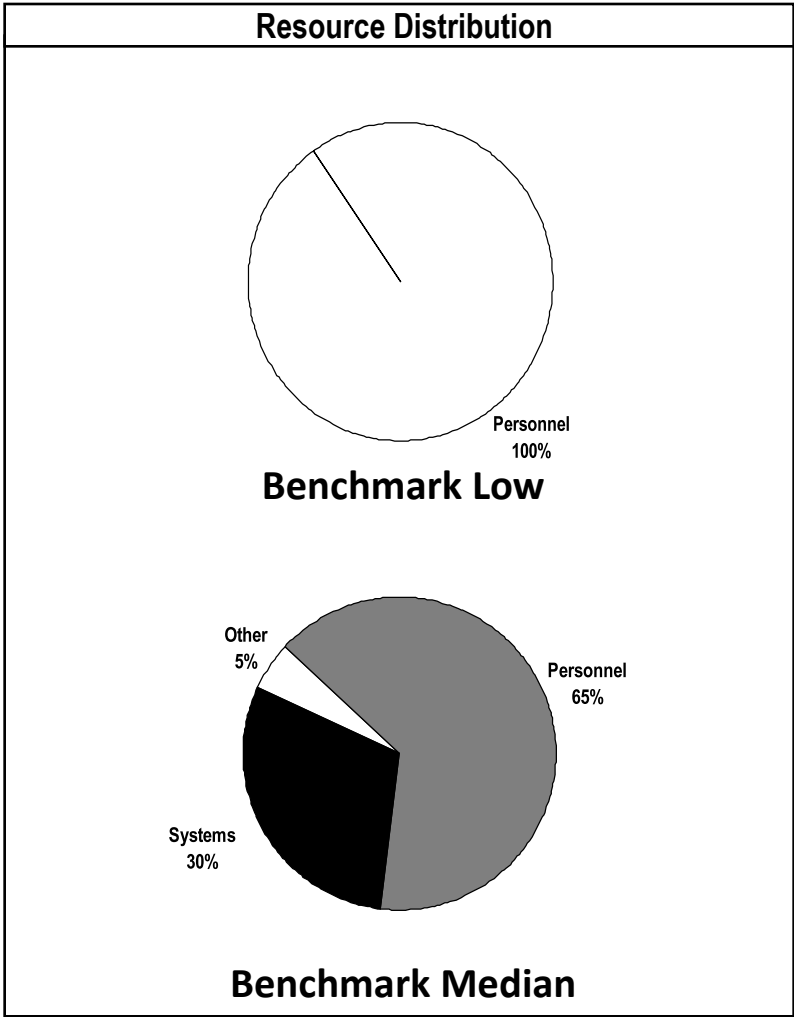


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.05	.002%	.00001%	.001%	.002%
First Quartile	.1	.006%	.002%	.008%	.023%
Second Quartile	.4	.026%	.004%	.017%	.049%
Third Quartile	.7	.039%	.011%	.036%	.058%
Fourth Quartile	1.0	.139%	.016%	.078%	.194%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$



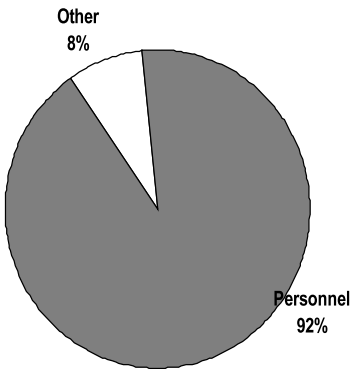
## All Participants



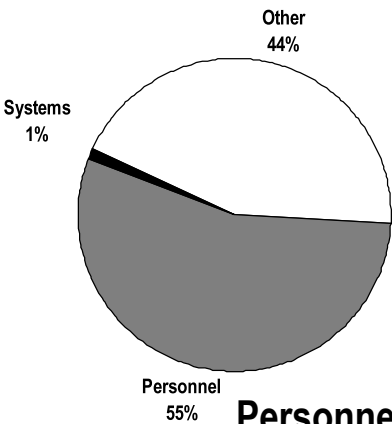


## Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

Your Company

Finance & Accounting Benchmark Report

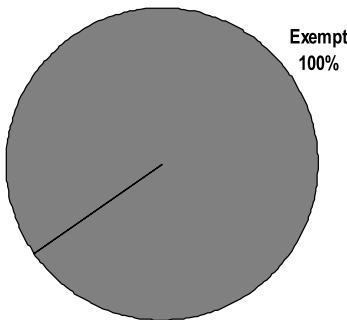
Personnel

Systems

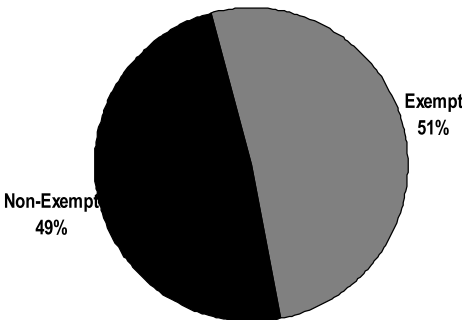
Other

	%
	%
	%

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

Non-exempt

Contract

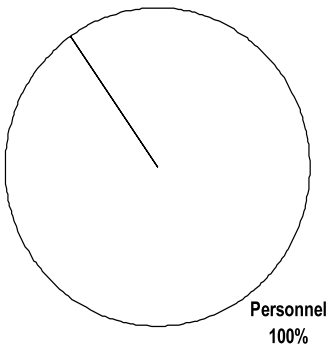
	%
	%
	%

IQ BackOffice, Inc.

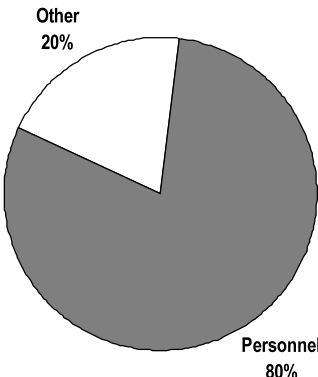


## Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

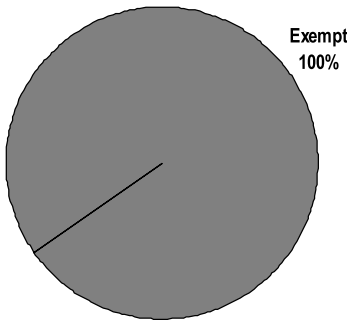
Your Company

Personnel

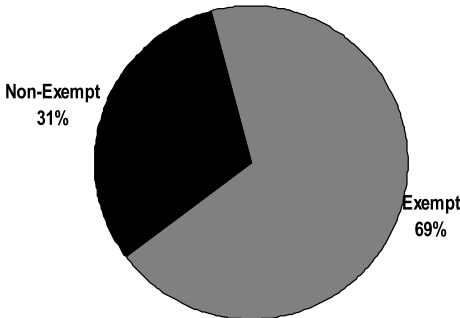
Systems

Other

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

Non-exempt

Contract

## All Participants

## Headcount and Cost

Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.2	.002%	.00003%	.0003%	.002%
First Quartile	1.4	.011%	.0002%	.0028%	.013%
Second Quartile	2.3	.017%	.002%	.0037%	.022%
Third Quartile	4.6	.027%	.004%	.010%	.043%
Fourth Quartile	87.0	.261%	.013%	.057%	.330%



## Over Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.2	.002%	.00003%	.0003%	.002%
First Quartile	1.1	.006%	.00019%	.0022%	.009%
Second Quartile	2.0	.016%	.0003%	.003%	.019%
Third Quartile	3.4	.017%	.003%	.004%	.022%
Fourth Quartile	10.7	.087%	.004%	.021%	.111%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

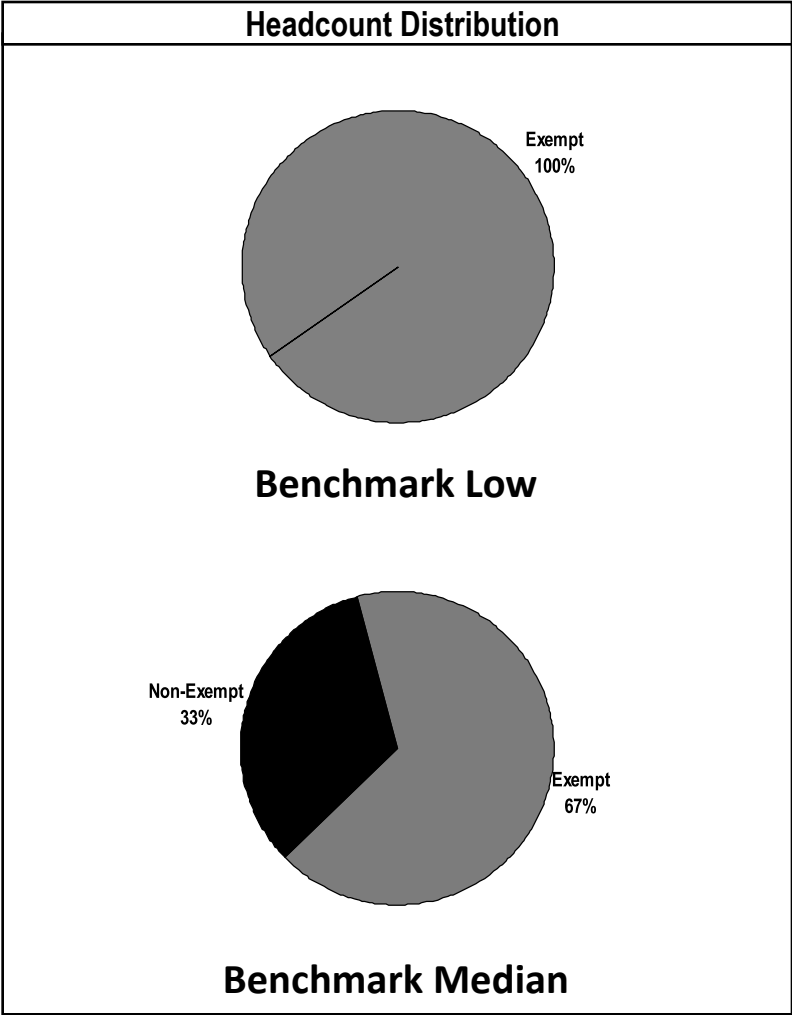
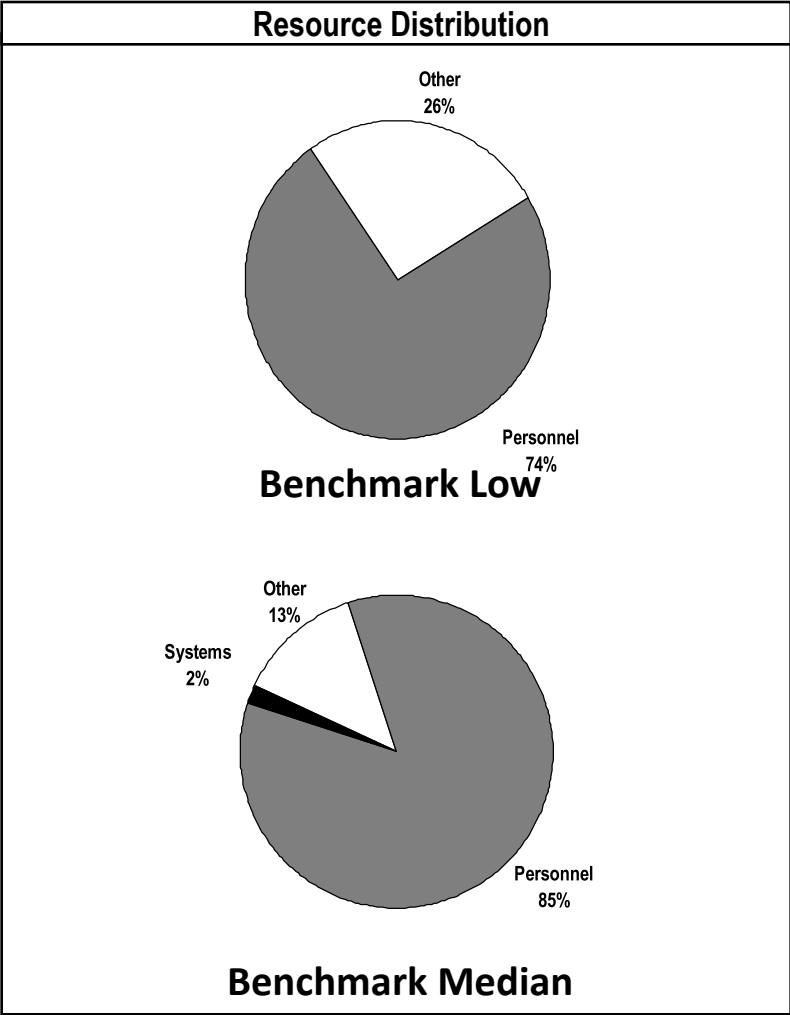


## Under Billion Dollar Revenue Participants

Headcount and Cost					
	Headcount per \$ 100 Million Revenues	Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.005%	.0018%	.004%	.005%
First Quartile	.3	.023%	.0048%	.007%	.030%
Second Quartile	.4	.029%	.005%	.010%	.042%
Third Quartile	1.4	.056%	.008%	.018%	.077%
Fourth Quartile	8.7	.261%	.013%	.057%	.330%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

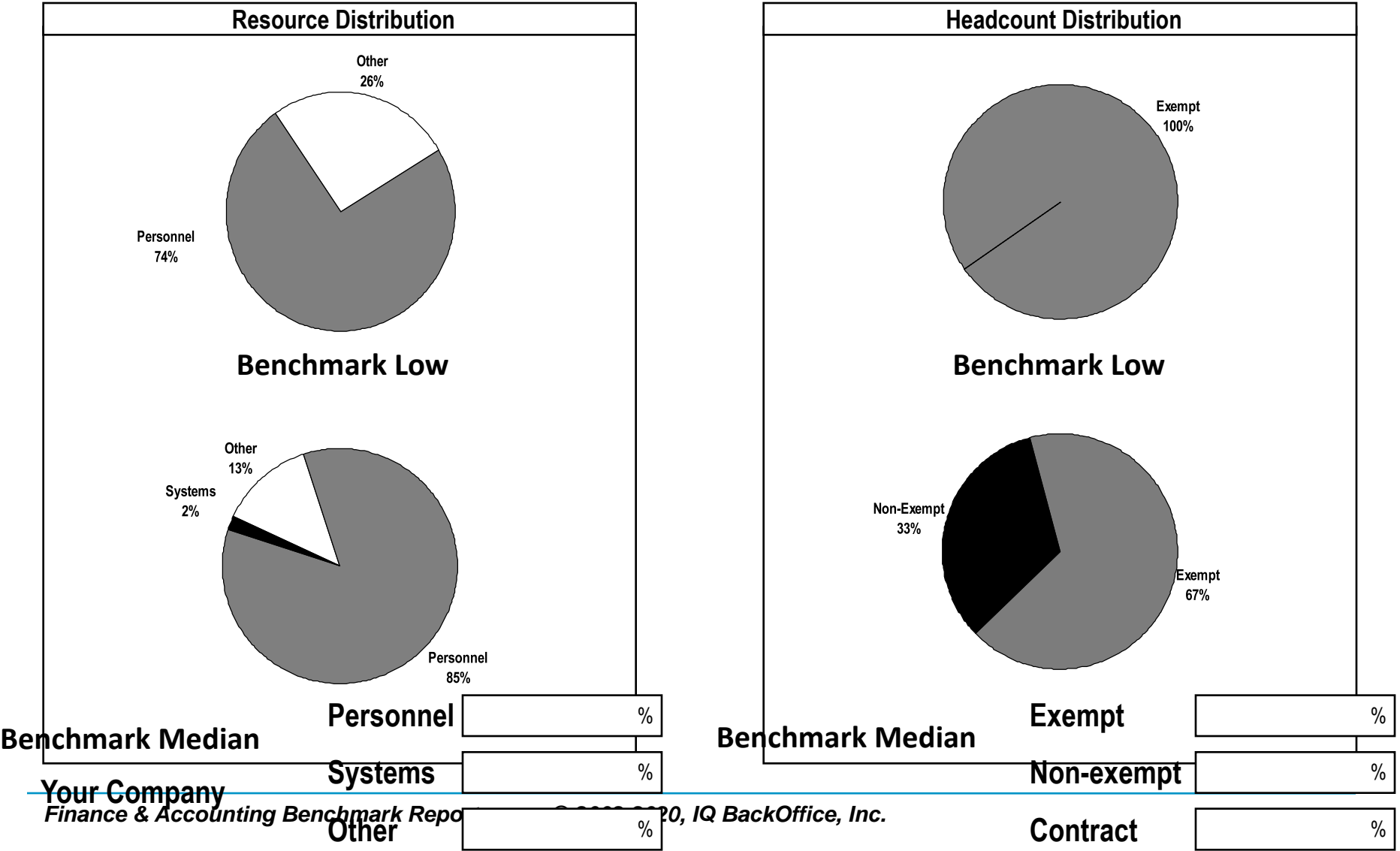


All Participants





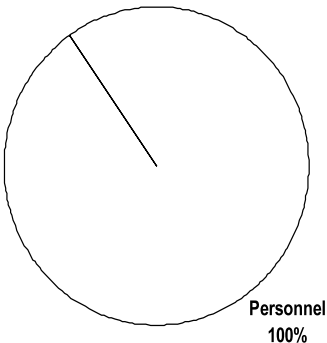
Over Billion Dollar Revenue Participants



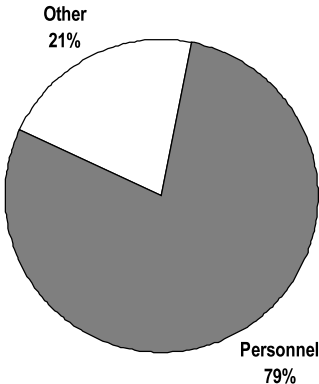


Under Billion Dollar Revenue Participants

Resource Distribution



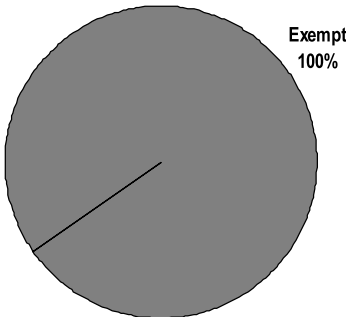
Benchmark Low



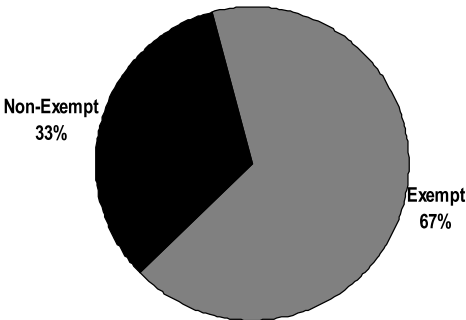
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

Your Company

## All Participants

Headcount and Cost						
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	.4	.002%	.0004%	.0002%	.002%	Lowest Value
First Quartile	1.8	.008%	.001%	.001%	.010%	First Quartile
Second Quartile	3.2	.011%	.002%	.003%	.017%	Second Quartile
Third Quartile	5.8	.023%	.006%	.005%	.041%	Third Quartile
Fourth Quartile	19.7	.059%	.014%	.013%	.074%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.4	.002%	.0004%	.0002%	.002%
First Quartile	1.4	.008%	.001%	.001%	.010%
Second Quartile	2.3	.010%	.002%	.002%	.015%
Third Quartile	4.2	.020%	.004%	.004%	.030%
Fourth Quartile	6.8	.030%	.012%	.011%	.045%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

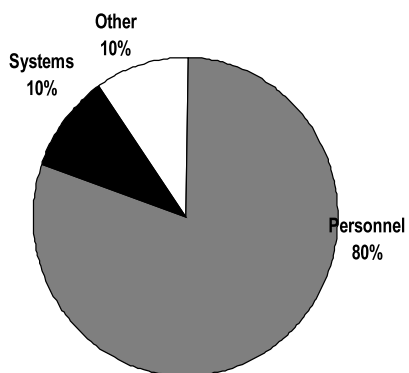


## Under Billion Dollar Revenue Participants

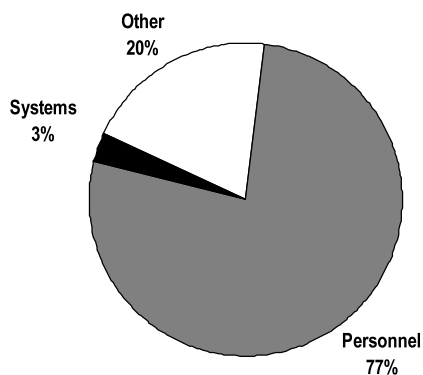
Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.002%	.001%	.0003%	.002%
First Quartile	.3	.011%	.002%	.001%	.011%
Second Quartile	.4	.014%	.003%	.003%	.021%
Third Quartile	.6	.034%	.011%	.011%	.048%
Fourth Quartile	2.0	.059%	.014%	.013%	.074%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

## All Participants

**Resource Distribution**

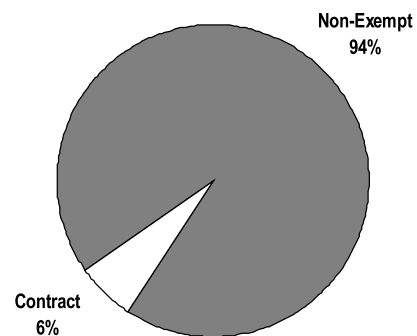


**Benchmark Low**

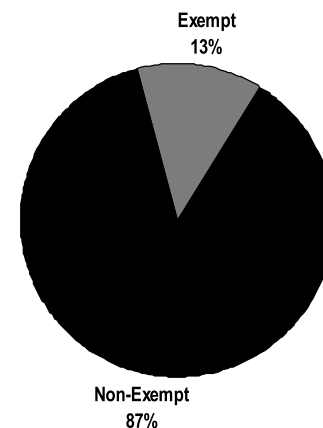


**Benchmark Median**

**Headcount Distribution**



**Benchmark Low**

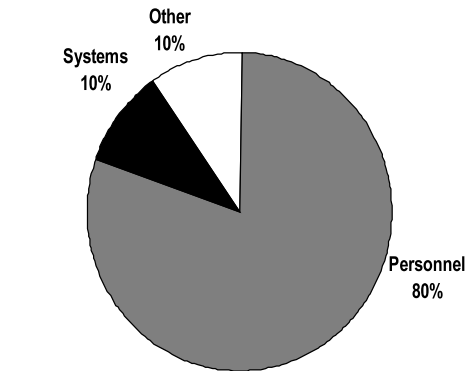


**Benchmark Median**

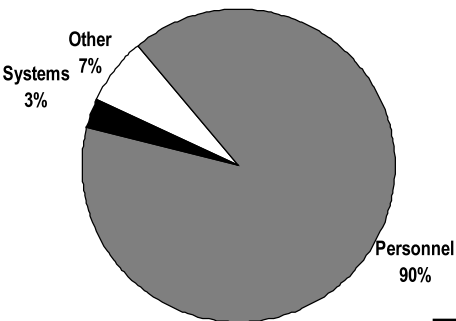


Over Billion Dollar Revenue Participants

Resource Distribution



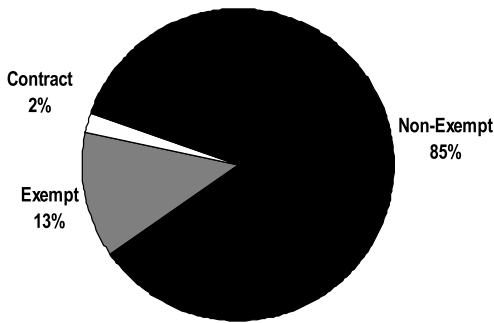
Benchmark Low



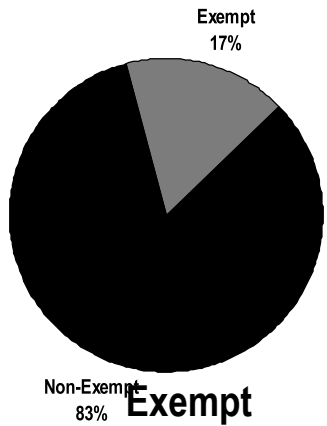
Benchmark Median

Personnel	<input type="text"/>	%
Systems	<input type="text"/>	%
Other	<input type="text"/>	%

Headcount Distribution



Benchmark Low



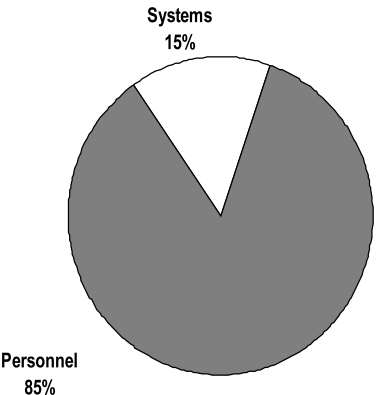
Benchmark Median

Exempt	<input type="text"/>	%
Non-exempt	<input type="text"/>	%
Contract	<input type="text"/>	%

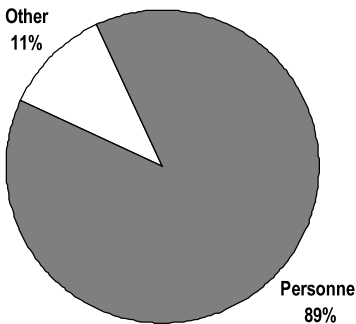


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

Your Company

Finance & Accounting Benchmark Rep

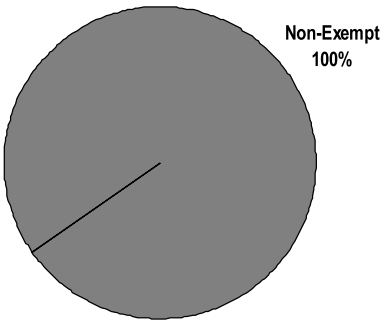
Personnel

Systems

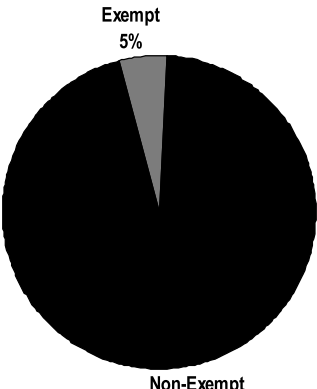
Other

	%
	%
	%

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

Non-exempt

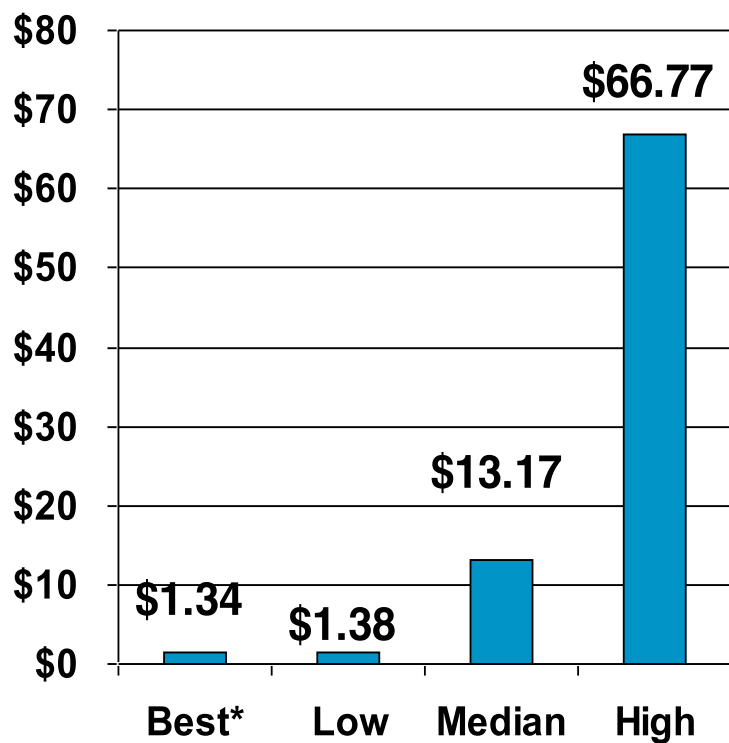
Contract

	%
	%
	%

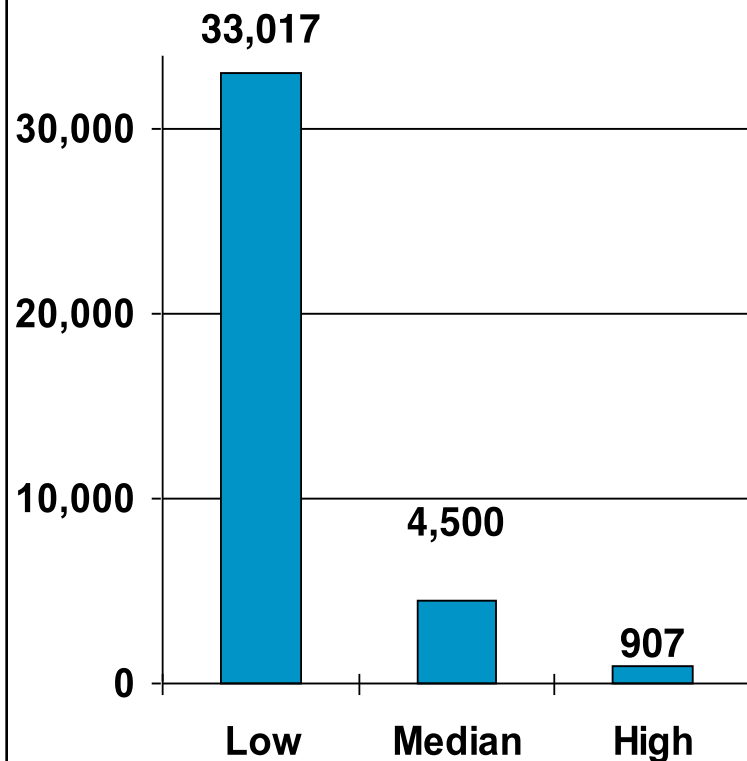


## All Participants

Unit Cost per Travel & Entertainment Report Processed

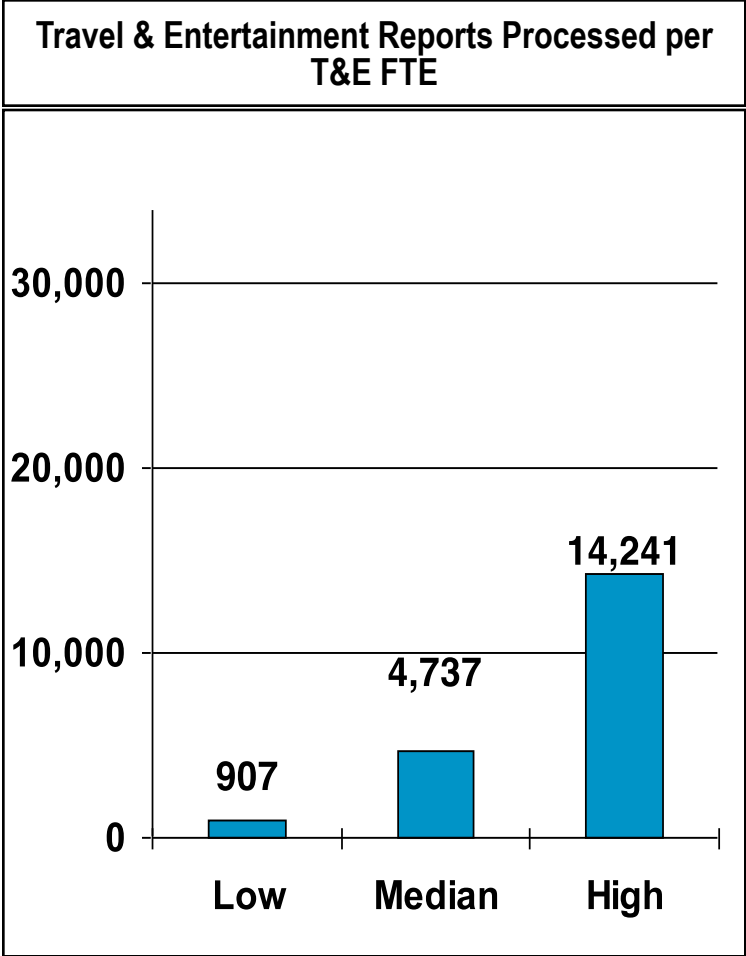
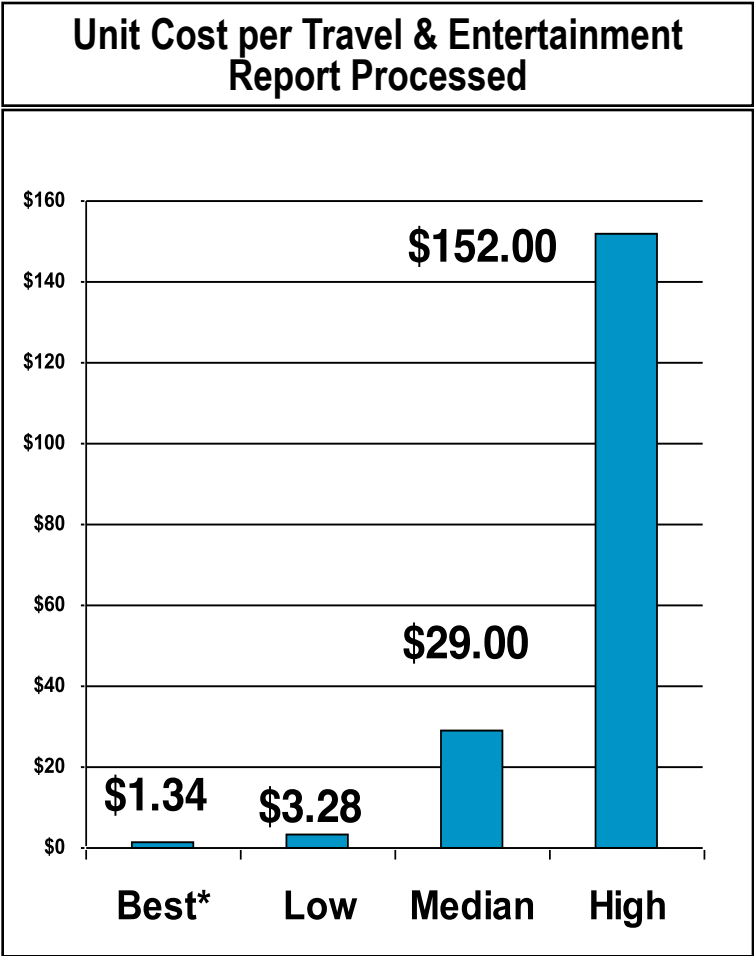


Travel & Entertainment Reports Processed per T&E FTE



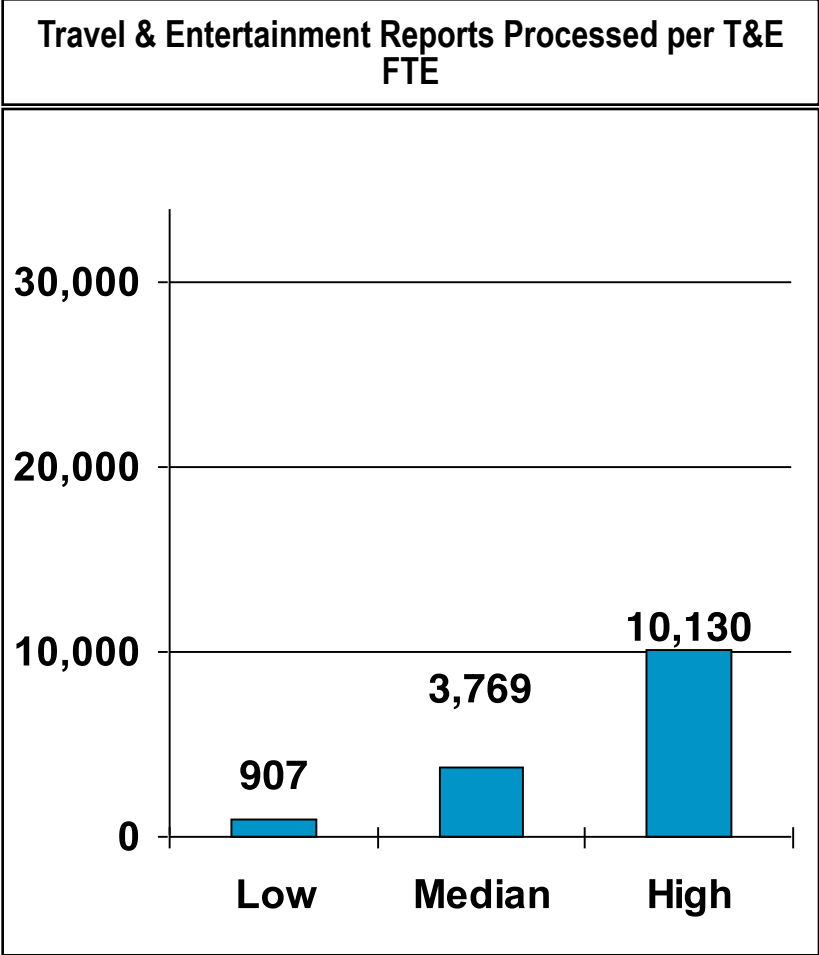
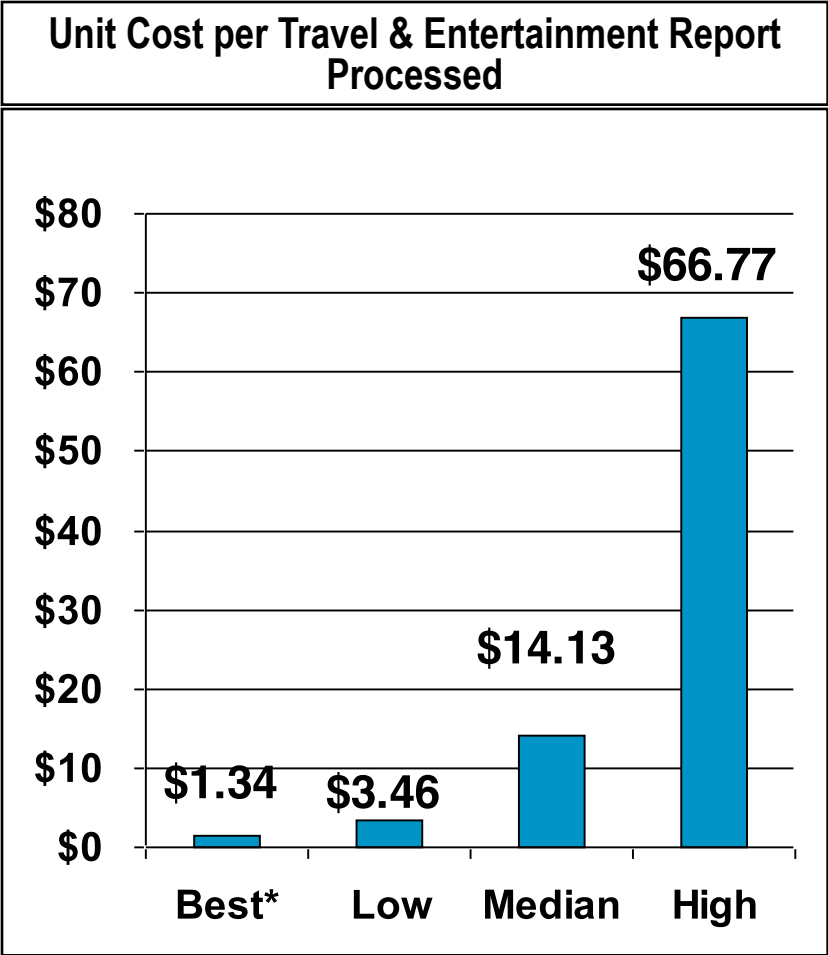


Over Billion Dollar Revenue Participants





Under Billion Dollar Revenue Participants





## All Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.1	.0005%	.0001%	.0001%	.001%
First Quartile	1.3	.005%	.001%	.002%	.009%
Second Quartile	2.2	.011%	.002%	.005%	.023%
Third Quartile	4.9	.017%	.007%	.020%	.043%
Fourth Quartile	13.7	.070%	.065%	.041%	.115%



## Over Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.1	.0005%	.00004%	.0001%	.001%
First Quartile	.5	.002%	.0005%	.002%	.008%
Second Quartile	2.0	.011%	.001%	.005%	.017%
Third Quartile	3.6	.014%	.004%	.010%	.040%
Fourth Quartile	6.8	.057%	.014%	.030%	.076%
Your Company	%	%	%	%	%
Improvement Potential					%
at First Quartile Break					\$

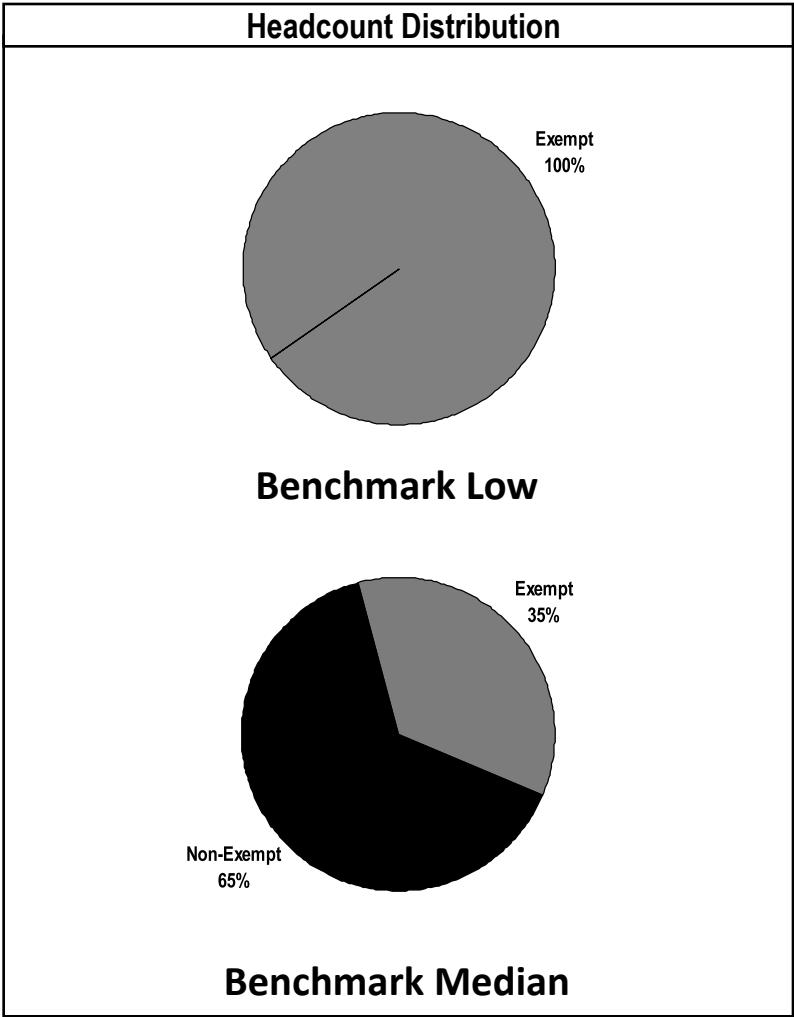
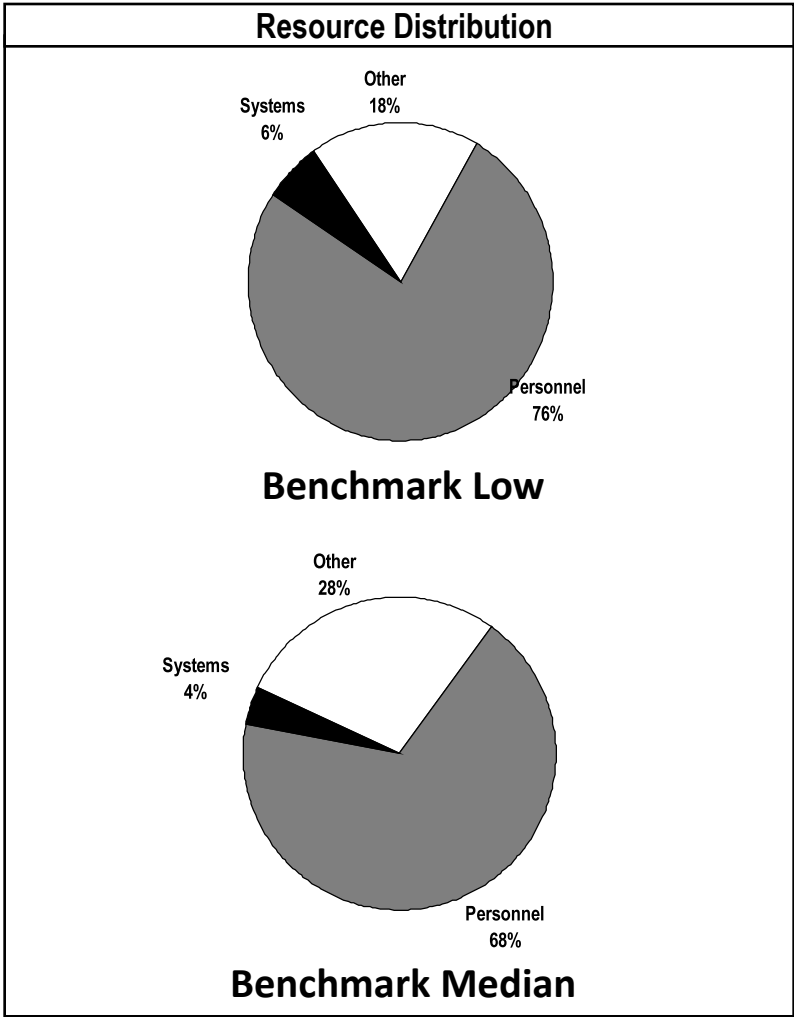


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	.2	.007%	.0007%	.001%	.011%
First Quartile	.3	.009%	.003%	.014%	.017%
Second Quartile	1.2	.011%	.004%	.021%	.034%
Third Quartile	1.3	.053%	.012%	.034%	.075%
Fourth Quartile	1.4	.070%	.065%	.041%	.115%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>



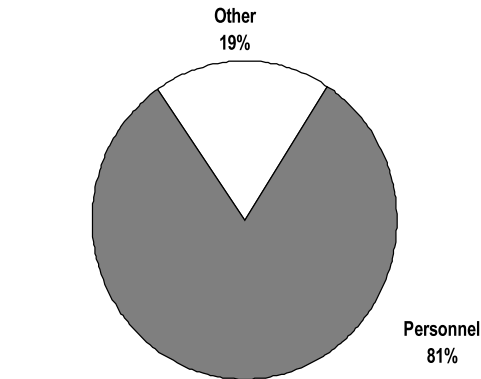
All Participants



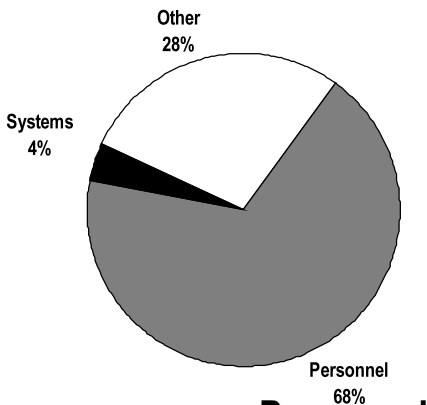


Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

Personnel

	%
--	---

Systems

	%
--	---

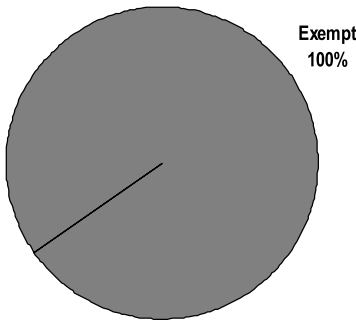
Other

	%
--	---

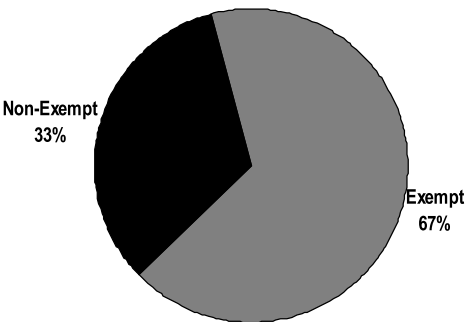
Your Company

Finance & Accounting Benchmark Report

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

	%
--	---

Non-exempt

	%
--	---

Contract

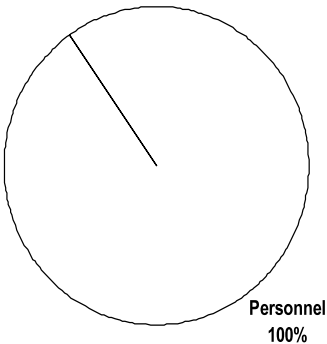
	%
--	---

IQ BackOffice, Inc.

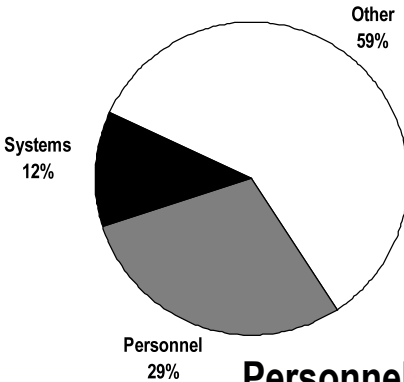


Under Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

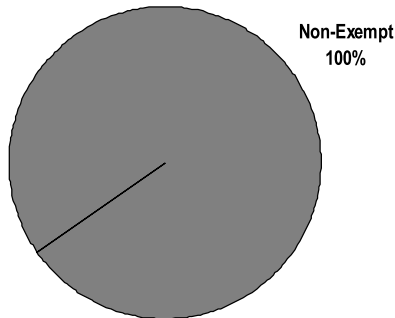
Your Company

Personnel

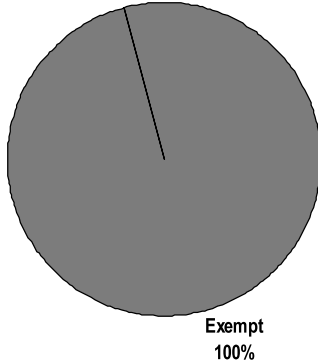
Systems

Other

Headcount Distribution



Benchmark Low



Benchmark Median

Exempt

Non-exempt

Contract



## All Participants

### Headcount and Cost

Headcount per \$ Billion Revenues		Cost as a Percent of Revenue				
		Personnel	Systems	Other	Total	
Lowest Value	0.3	.002%	.0002%	.0004%	.003%	Lowest Value
First Quartile	1.1	.007%	.001%	.003%	.012%	First Quartile
Second Quartile	1.8	.012%	.003%	.004%	.017%	Second Quartile
Third Quartile	4.7	.035%	.004%	.005%	.048%	Third Quartile
Fourth Quartile	9.2	.050%	.014%	.032%	.078%	Fourth Quartile



## Over Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ Billion Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.3	.002%	.0002%	.0004%	.003%
First Quartile	0.9	.007%	.0006%	.003%	.008%
Second Quartile	1.7	.010%	.001%	.004%	.017%
Third Quartile	4.7	.034%	.004%	.005%	.040%
Fourth Quartile	7.5	.050%	.006%	.026%	.076%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
at First Quartile Break					\$ <input type="text"/>

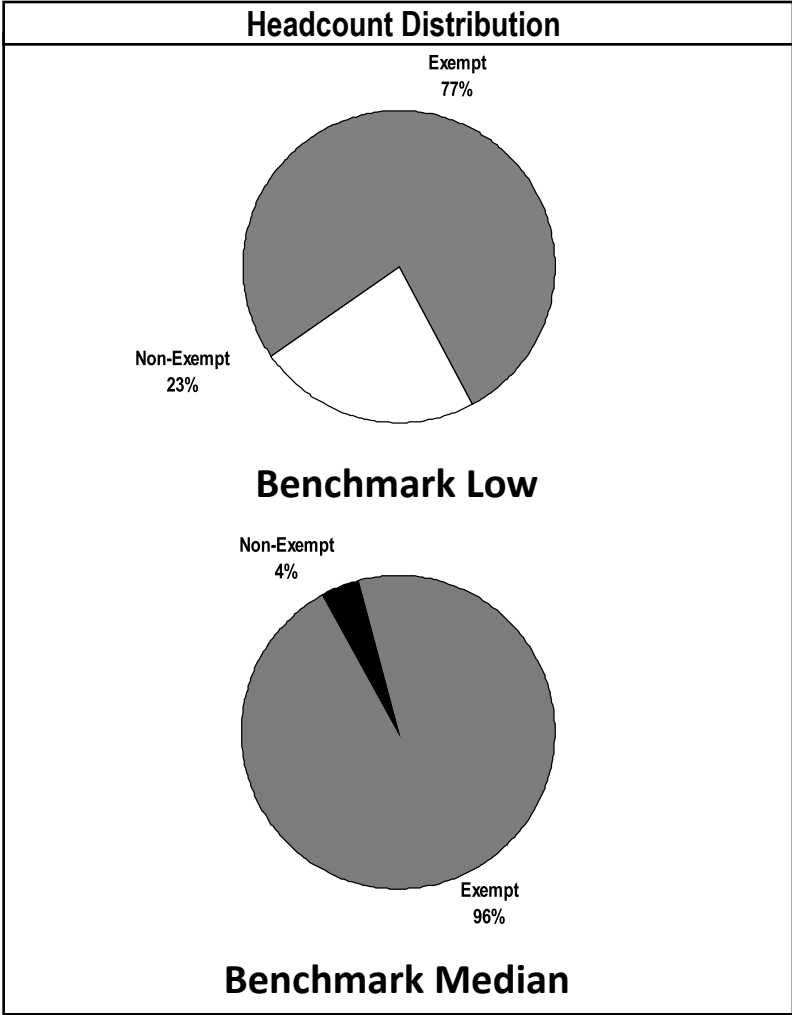
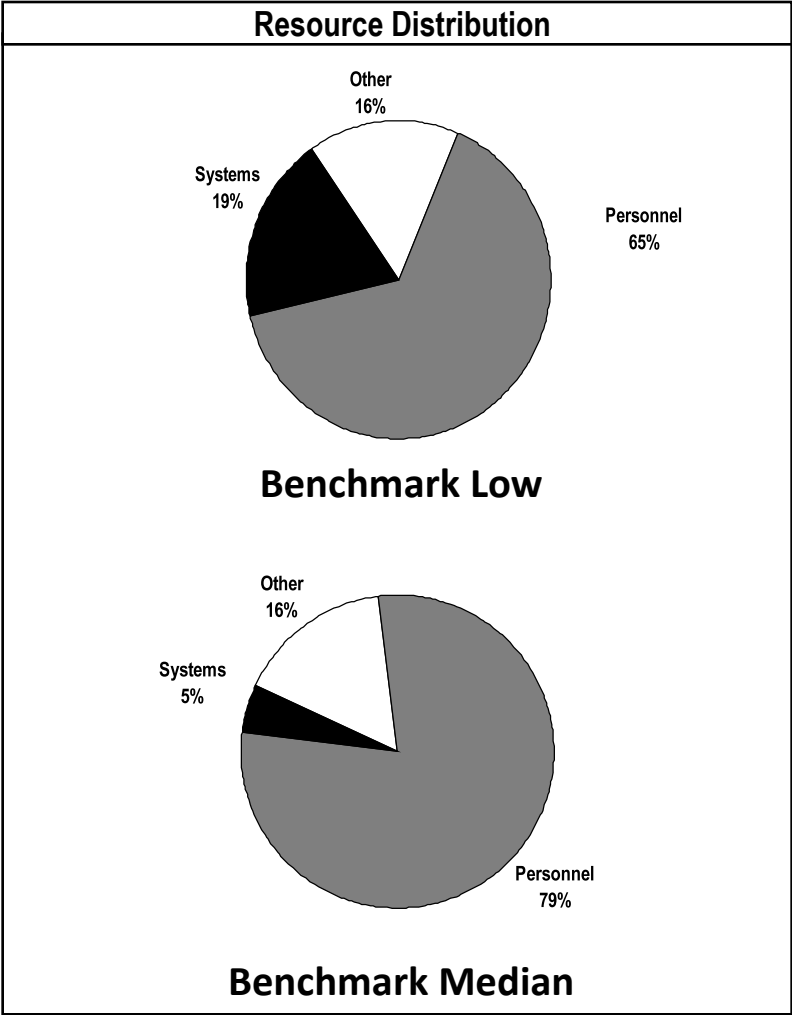


## Under Billion Dollar Revenue Participants

Headcount and Cost					
Headcount per \$ 100 Million Revenues		Cost as a Percent of Revenue			
		Personnel	Systems	Other	Total
Lowest Value	0.1	.007%	.0026%	.0010%	.008%
First Quartile	.2	.008%	.003%	.0048%	.016%
Second Quartile	.3	.019%	.004%	.0054%	.028%
Third Quartile	.8	.043%	.016%	.0055%	.069%
Fourth Quartile	.9	.049%	.036%	.032%	.078%
Your Company	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Improvement Potential					<input type="text"/>
Finance & Accounting Benchmark Report					<input type="text"/>
© 2002-2020, IQ BackOffice, Inc.					<input type="text"/>
at First Quartile Break					<input type="text"/>



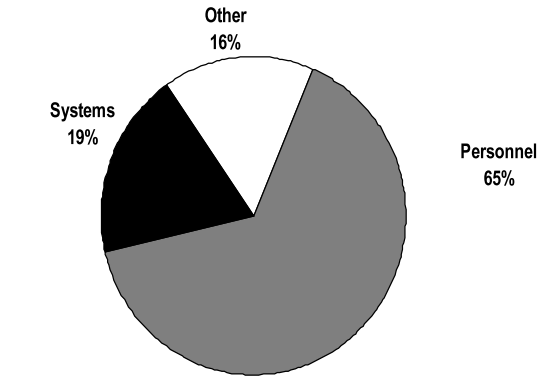
All Participants



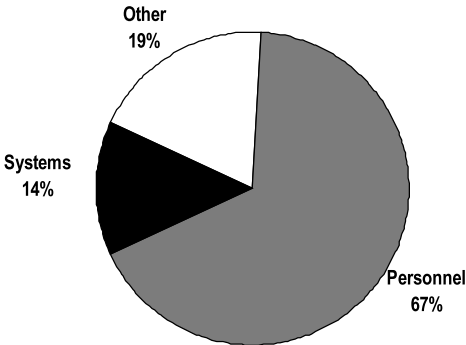


Over Billion Dollar Revenue Participants

Resource Distribution



Benchmark Low



Benchmark Median

Your Company

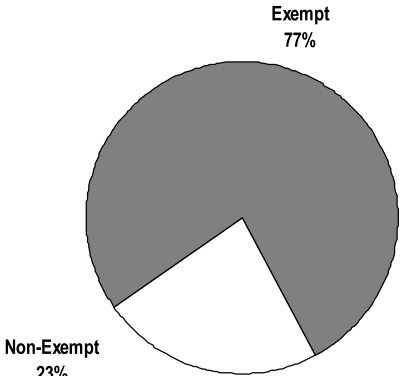
Finance & Accounting Benchmark Report

Personnel

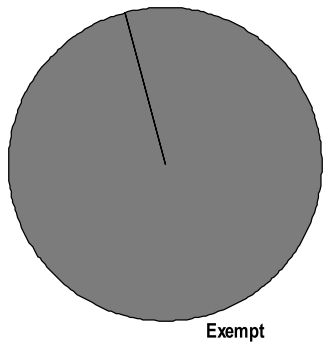
Systems

Other

Headcount Distribution



Benchmark Low



Benchmark Median

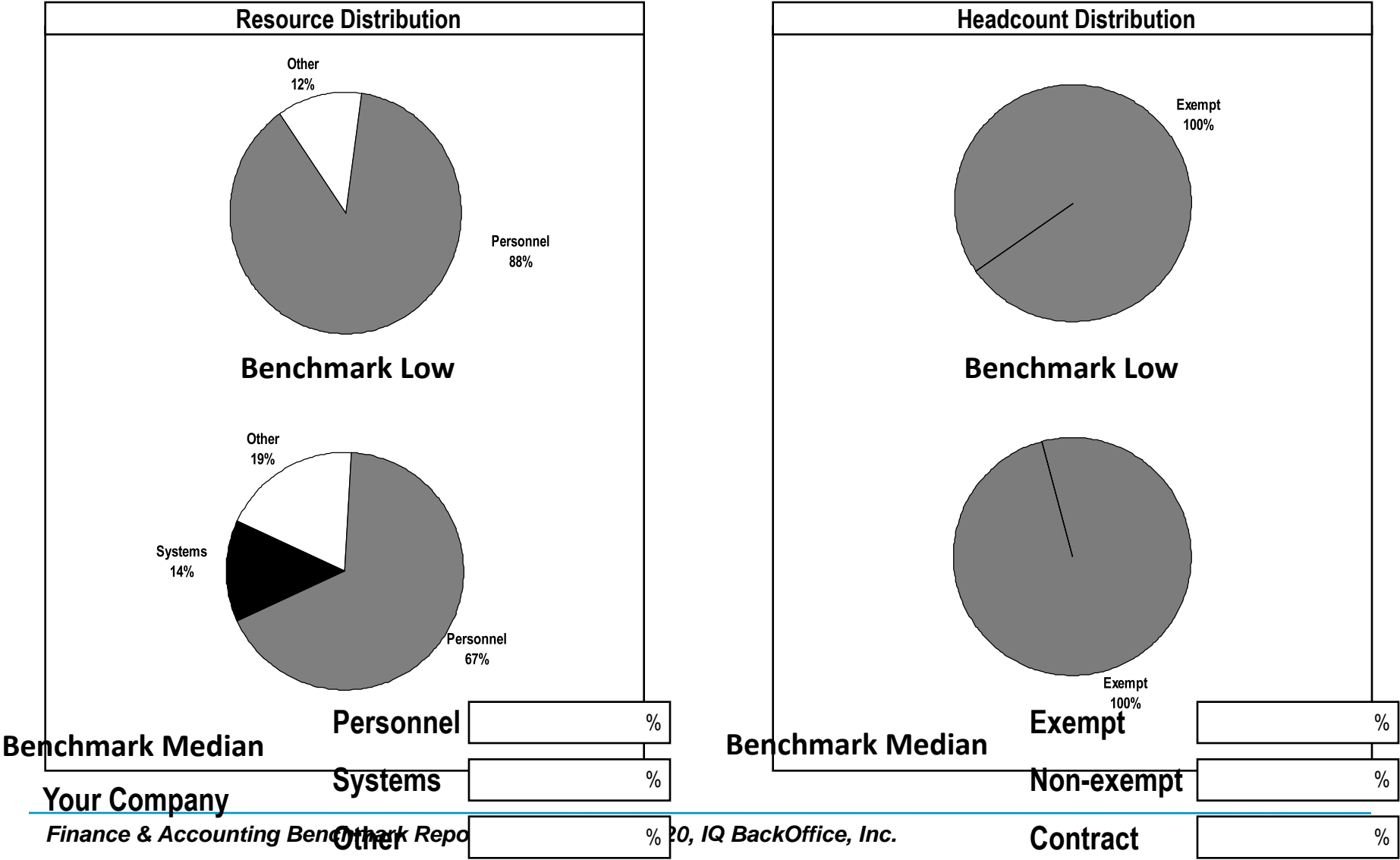
Exempt

Non-exempt

Contract



Under Billion Dollar Revenue Participants





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