

# FINANCE DEPARTMENT BENCHMARKS



*Benchmark your finance function on key metrics:  
Budgets, activities, functional costs, workforce measures and more*

# CONTENTS OF THE REPORT

## Finance Cost



- Finance budget for 2018-19 (Rs crores) and as a percentage of revenue: 25th, median and 75th percentile levels
- Finance budget detailed split by sector, ownership and revenue band: 25th, median and 75th percentile levels
- Expected change in finance budget in FY20 and factors driving the change
- Finance budget allocation by activities and splits by sector, ownership and revenue band
- Finance budget split by line items and splits by sector, ownership and revenue band

## Finance Headcount



- Finance FTEs in 2018-19 by sector, ownership and revenue band: 25th, median and 75th percentile levels
- Core finance FTEs by sub-function
- CFO span of control
- Finance staff qualification: 25th, median and 75th percentile levels
- Finance staff hiring and attrition trend
- Finance staff skill/competency gap

## Finance Department Productivity



- Frequency of forecasts (major vs minor updates)
- Number of days to prepare annual budget/forecast/update (actual vs desired)
- Sufficiency of line items for budget and forecast reports
- Key volume metrics for tax, transaction processing, treasury, and other sub-functions

## Finance Outsourcing and Insourcing Trends



- Extent of finance activities outsourcing and insourcing
- Current status and plans to develop CoE and SSC
- Drivers of insourcing decisions

## Finance Systems



- Level of automation of finance activities (current vs desired)
- Current state of finance systems investments and maturity
- Current position of ERP systems
- Confidence in finance system's ability to create a single version of truth