

Business Ratios and Formulas

A COMPREHENSIVE GUIDE

Steven M. Bragg



John Wiley & Sons, Inc.

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Dedication

To Andrea and Victoria: The value of watching you grow
has been beyond measurement.

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To Sheck Cho, the editor I have known longer than anyone else in the publishing business. Sheck, I value your experience and advice—you are the best.

Contents

About the Author	xv
Preface	xvii
1 Introduction	1
2 Asset Utilization Measurements	5
Sales to Working Capital Ratio	6
Sales to Fixed Assets Ratio	7
Sales to Administrative Expenses Ratio	9
Sales to Equity Ratio	10
Sales per Person	11
Sales Backlog Ratio	13
Sales Returns to Gross Sales Ratio	14
Repairs and Maintenance Expense to Fixed Assets Ratio	15
Accumulated Depreciation to Fixed Assets Ratio	17
Fringe Benefits to Wages and Salaries Expense	18
Sales Expenses to Sales Ratio	19
Discretionary Cost Ratio	20
Interest Expense to Debt Ratio	21
Foreign Exchange Ratios	22
Overhead Rate	24
Goodwill to Assets Ratio	26
Overhead to Cost of Sales Ratio	27
Investment Turnover	29
Break-Even Point	30

Margin of Safety	31
Tax Rate Percentage	32
3 Operating Performance Measurements	35
Operating Assets Ratio	35
Sales to Operating Income Ratio	37
Sales Margin	38
Gross Profit Percentage	39
Gross Profit Index	40
Investment Income Percentage	41
Operating Profit Percentage	42
Operating Leverage Ratio	43
Net Income Percentage	45
Profit per Person	46
4 Cash Flow Measurements	49
Cash Flow from Operations	49
Cash Flow Return on Sales	51
Fixed Charge Coverage	52
Expense Coverage Days	53
Cash Flow Coverage Ratio	55
Cash Receipts to Billed Sales and Progress Payments	56
Cash to Current Assets Ratio	57
Cash Flow to Fixed Asset Requirements	58
Cash Flow Return on Assets	59
Cash to Working Capital Ratio	61
Cash Reinvestment Ratio	62
Cash to Current Liabilities Ratio	63
Cash Flow to Debt Ratio	64
Stock Price to Cash Flow Ratio	66
Dividend Payout Ratio	67
5 Liquidity Measurements	69
Accounts Receivable Turnover	69
Average Receivable Collection Period	71
Days Delinquent Sales Outstanding	72
Days Sales in Receivables Index	73
Accounts Receivable Investment	74
Ending Receivable Balance	76

Inventory to Sales Ratio	77
Inventory Turnover	78
Inventory to Working Capital Ratio	81
Liquidity Index	82
Accounts Payable Days	83
Accounts Payable Turnover	84
Current Ratio	85
Quick Ratio	86
Cash Ratio	87
Sales to Current Assets Ratio	88
Working Capital Productivity	89
Defensive Interval Ratio	90
Current Liability Ratio	92
Required Current Liabilities to Total Current Liabilities Ratio	93
Working Capital to Debt Ratio	94
Risky Asset Conversion Ratio	95
Noncurrent Assets to Noncurrent Liabilities Ratio	96
Short-term Debt to Long-term Debt Ratio	98
Altman's Z-Score Bankruptcy Prediction Formula	99
6 Capital Structure and Solvency Measurements	103
Times Interest Earned	103
Debt Coverage Ratio	104
Asset Quality Index	106
Accruals to Assets Ratio	107
Times Preferred Dividend Earned	109
Debt to Equity Ratio	110
Funded Capital Ratio	112
Retained Earnings to Stockholders' Equity	113
Preferred Stock to Total Stockholders' Equity	114
Issued Shares to Authorized Shares	115
7 Return on Investment Measurements	119
Net Worth	119
Book Value Per Share	121
Tangible Book Value	122
Return on Assets Employed	123
Return on Operating Assets	125

Return on Equity Percentage	126
Return on Common Equity	127
Financial Leverage Index	129
Equity Growth Rate	130
Earnings per Share	131
Percentage Change in Earnings Per Share	132
Economic Value Added	133
Dividend Payout Ratio	136
Dividend Yield Ratio	137
8 Market Performance Measurements	139
Insider Stock Buy-Sell Ratio	139
Market Value Added	141
Stock Options to Common Shares Ratio	143
Cost of Capital	144
Sales to Stock Price Ratio	147
Price/Earnings Ratio	148
Capitalization Rate	149
9 Measurements for the Accounting/Finance Department	151
Purchase Discounts Taken to Total Discounts	152
Percentage of Payment Discounts Missed	154
Transactions Processed per Person	155
Transaction Error Rate	156
Average Time to Issue Invoices	157
Average Employee Expense Report Turnaround Time	158
Payroll Transaction Fees per Employee	160
Time to Produce Financial Statements	162
Percentage of Tax Filing Dates Missed	163
Proportion of Products Costed Prior to Release	164
Internal Audit Savings to Cost Percentage	165
Internal Audit Efficiency	167
Bad Debt Percentage	168
Percent of Receivables over XX Days Old	169
Percentage Collected of Dollar Volume Assigned	171
Percent of Cash Applied on Day of Receipt	172

Cost of Credit	173
Earnings Rate on Invested Funds	174
Brokerage Fee Percentage	175
Borrowing Base Usage Percentage	177
10 Measurements for the Engineering Department	179
Bill of Material Accuracy	179
Labor Routing Accuracy	181
Percentage of New Products Introduced	182
Percentage of Sales from New Products	183
Percentage of New Parts Used in New Products	184
Percentage of Existing Parts Reused in New Products	186
Average Number of Distinct Products per Design Platform	186
Percentage of Products Reaching Market before Competition	187
Ratio of Actual to Target Cost	188
Warranty Claims Percentage	190
Time from Design Inception to Production	191
Percentage of Floor Space Utilization	192
11 Measurements for the Logistics Department	195
Production Schedule Accuracy	196
Economic Order Quantity	197
Number of Orders to Place in a Period	198
Economic Production Run Size	199
Raw Material Inventory Turns	200
Raw Material Content	201
Finished Goods Inventory Turns	202
Obsolete Inventory Percentage	203
Percentage of Inventory > XX Days Old	204
Percentage of Returnable Inventory	205
Inventory Accuracy	206
Percentage of Certified Suppliers	208
Electronic Data Interchange Supplier Percentage	209
On-Time Parts Delivery Percentage	210
Purchased Component Defect Rate	212
Incoming Components Correct Quantity Percentage	213

Percentage of Actual Payments Varying from Purchase Order Price	214
Percentage of Purchase Orders Issued below Minimum Dollar Level	215
Proportion of Corporate Credit Card Usage	217
Percentage of Receipts Authorized by Purchase Orders	218
Freight Audit Recovery Ratio	219
Picking Accuracy for Assembled Products	220
Average Time to Ship	221
On-Time Delivery Percentage	223
Percentage of Products Damaged in Transit	224
Percentage of Sales through Distributors	225
12 Measurements for the Production Department	227
Constraint Productivity	228
Constraint Rework Percentage	229
Constraint Schedule Attainment	230
Constraint Utilization	231
Degree of Unbalance	232
Throughput Effectiveness	233
Break-Even Plant Capacity	234
Manufacturing Effectiveness	236
Productivity Index	237
Unit Output per Direct Labor Hour	239
Average Equipment Setup Time	240
Unscheduled Machine Downtime Percentage	241
Acceptable Product Completion Percentage	242
Work-in-Process Turnover	244
Scrap Percentage	245
Warranty Claims Percentage	247
Maintenance Expense to Fixed Assets Ratio	248
Indirect Expense Index	249
Reorder Point	250
On-Time Delivery Ratio	252
13 Measurements for the Sales and Marketing Department	255
Market Share	255

Customer Turnover	256
Browse to Buy Conversion Ratio	258
Recency	259
Direct Mail Effectiveness Ratio	260
Inbound Telemarketing Retention Ratio	262
Quote to Close Ratio	263
Sales per Salesperson	264
Sales Productivity	265
Sales Effectiveness	266
Sales Trend Percentage by Product Line	268
Product Demand Elasticity	269
Days of Backlog	270
14 Measurement Analysis with an Electronic Spreadsheet	273
Financial Statement Proportional Analysis	274
Financial Statement Ratio Analysis	275
Automated Ratio Result Analysis	278
Leverage Analysis	279
Trend Analysis	281
Forecasting	283
Cash Flow Analysis	286
Capital Asset Analysis	288
Compounding Analysis	290
Investment Analysis	292
Risk Analysis	295
Glossary	297
Appendix: Measurement Summary	303
Index	327

About the Author

Steven Bragg, CPA, CMA, CIA, CPM, CPIM, has been the chief financial officer or controller of four companies, as well as a consulting manager at Ernst & Young. He received a master's degree in finance from Bentley College, an MBA from Babson College, and a bachelor's degree in economics from the University of Maine. Mr. Bragg resides in Centennial, Colorado. He has also written the following books: *Accounting and Finance for Your Small Business* (Wiley), *Accounting Best Practices* (Wiley), *Accounting Reference Desktop* (Wiley), *Advanced Accounting Systems* (Institute of Internal Auditors), *Controllership* (Wiley), *Cost Accounting* (Wiley), *Financial Analysis* (Wiley), *Just-in-Time Accounting* (Wiley), *Managing Explosive Corporate Growth* (Wiley), *Outsourcing* (Wiley), *Sales and Operations for Your Small Business* (Wiley), and *The Controller's Function* (Wiley).

Preface

This book is designed for corporate managers who need to understand the performance levels of their departments. It contains performance measurements for the accounting, engineering, logistics, production, and sales departments. These measurements cover not only financial matters, but also efficiency, effectiveness, capacity, and market share. In addition, the book includes measurements related to asset utilization, operating performance, cash flows, liquidity, capital structure, return on investment, and market performance. These latter categories are of great interest not only to the accounting and finance departments, but also to a company's creditors and investors.

There are nearly 200 measurements in this book. Each one is accompanied by a complete description, an explanation of the calculation, an example, and cautions regarding its use. The cautions are of particular use since they describe the elements of a measurement that can be modified to deliver misleading results, different measurements that may work better in certain situations, use on a trend-line basis, and other measurements that should be used to reinforce indicated results.

The book also describes how to use an electronic spreadsheet to compile a standard set of measurements, using Microsoft Excel as the template. This is especially useful for investors and financial personnel, who need to compile information about a company's long-term performance.

Anyone who wishes to create a complete set of performance-tracking measurements for an entire company or for a specific function can use this book as a reference source. Managers can choose the correct blend of measurements to achieve an information set that can be used for feedback on strategy initiatives and specific efficiency projects, as well as for performance evaluations. This is the ideal tool for measuring corporate performance.

Centennial, Colorado
August 2002

1

Introduction

Every department in every business produces some kind of information that can be used by its manager to measure performance. This information may be related to operational considerations within the department, the financial condition of the entire company, or the performance of a company's suppliers and customers. Unfortunately, managers may not be aware of the multitude of measurements that can be used to track these different levels of performance or of the ways that these measurements can yield incorrect or misleading information.

This book is designed to help managers select the best possible set of measurements for a given situation. Chapters 2 through 13 itemize a series of performance measurements for different aspects of a company. Chapter 2 contains asset utilization measurements that can be used to determine a company's ability to sustain its sales, the level of asset and expense usage required to do so, and the sustainability of its current sales and expense levels. There are also specialized ratios that deal with such issues as sales returns, repairs and maintenance, fringe benefits, interest expense, and overhead rates.

Chapter 3 contains operating performance measurements, which describe an organization's operating performance in such areas as sales, gross margins, investment income, operating profit, and net profit.

Chapter 4 contains cash flow measurements, which are useful in determining the ability of a company's cash flows to keep it in business. These measurements should be used in conjunction with the liquidity measurements in Chapter 5, which focus on additional measurements related to cash flows, such as a company's ability to collect accounts receivable in an efficient manner, use its inventory within a short time frame, pay its accounts payable when due, and generally maintain a sufficient amount of liquid funds to pay off short-term liabilities. Chapter 6 contains capital structure and solvency measurements, which determine the relationship between a company's debt and equity, as well as the comparative proportions of different types of stock. It also addresses a company's ability to remain solvent and so can be used in conjunction with Chapters 4 and 5.

Chapter 7 contains return on investment measurements, which encompass net worth, several types of return on assets and equity, earnings per share, economic value added, and return on dividends. Chapter 8 addresses a company's financial

market performance by describing such measurements as the price/earnings ratio, several variations on the stock options to common shares ratio, market value added, and the cost of capital.

Chapters 9 through 13 cover measurements for individual departments. These chapters are devoted to performance measurements for the accounting, engineering, logistics, production, and sales departments. In contrast to Chapters 2 through 8, which are devoted to measurements that are primarily used by the accounting and finance functions, Chapters 9 through 12 are more concerned with such issues as work capacity levels, efficiency, and effectiveness, which in many cases require no financial information at all. For example, measurements in Chapter 11, which deals with logistics, cover such topics as production schedule accuracy, the on-time parts delivery percentage, and picking accuracy for assembled products.

Chapter 14 covers a variety of topics related to measurements using the Microsoft Excel electronic spreadsheet, including how to set up comprehensive sets of measurements that can be used for proportional, leverage, ratio, and trend analyses. It also covers a variety of spreadsheet formulas and report formats for forecasting, cash flow analysis, capital asset purchase analysis, interest compounding, investment analysis, and risk analysis.

The book concludes with an appendix and glossary. The Appendix lists the names and formulations of every measure in the book, sorted by chapter. This list should only be used with the precautions given for them in their respective chapters to ensure their proper use. The Glossary covers the definitions of the terms found in many of the measurements listed in this book, to clarify the exact types of information needed.

The chapters containing measurements (Chapters 2 through 13) have an identical structure. Each begins with a table that lists the measurements described in it, which one can use to quickly access a needed calculation. Thereafter, each chapter is broken down into the discussion of individual measurements. Within each measurement section there are a description, formula, example, and discussion of cautionary items. The description typically notes how the measurement is used and who uses it. The formula shows any variations on the calculation and what types of data to include or exclude from it. The example is generally a complete scenario that describes how the measurement is used in a simulated business situation. Finally, any cautionary items are noted; these can include the ways in which the measurement can be altered to yield incorrect results, or what other measurement should be used with it in order to yield a more comprehensive set of information.

The reader may use this book to search for a single calculation, which can be used for highly targeted needs. However, a better approach is to peruse the entire book, with the objective of developing a complete set of measurements that will yield a more comprehensive view of a company's entire operating and financial situation. For example, a CFO might be interested in a company's stock market performance and therefore watches only the price/earnings ratio. However, this single measurement focuses only on the perception of investors with regard to a company's future earnings potential. A more rounded set of measurements might

include the days of sales backlog (since it indicates future changes in sales volume), production capacity utilization (since it shows the ability of the company to produce its incoming sales), and the days of accounts receivable (since it shows the company's ability to convert sales into cash). The exact set of measurements will change in accordance with a company's industry, size, operational configuration, and degree of financial leverage, but one issue will remain the same: A single measurement is not enough to yield a clear view of a company's financial and operating condition.

Even if a company has developed a reasonable set of measurements, this does not mean that they should never be changed. On the contrary, measured items will generally gather a great deal of management attention and then improve to the point where they no longer change—thereby resulting in a stale set of measurements. For example, inventory accuracy can improve only to 100%. At this point, the measurement is needed on a monitoring basis to ensure that it does not degrade, while a new measurement can be created to be the focus of corporate attention. However, there will be a few measurements, usually involving sales levels and break-even points, that will always be the centerpiece of any measurement system, since they bring attention to bear on the most crucial revenue and cost elements of the business. Thus, a properly designed measurement system should include a few key items that will be constant for many years, accompanied by other measures that are used for internal improvement purposes and will change in concert with corporate objectives.

This book is filled with nearly 200 financial and operational measurements that have proven to be of considerable use to the author in tracking the performance of many companies in a variety of industries. If you would like to see other measurements in the next edition of this book, please send your request to the author at *brasto@aol.com*.

2

Asset Utilization Measurements

This chapter focuses on the ratios and formulas that can be derived primarily from the income statement. There are several that require additional information from the balance sheet, as well as internal information, such as employee headcount, that may not be readily discernible from published financial statements. The general intent of the analysis tools presented here is to show a company's ability to sustain its sales, the level of asset and expense usage required to do so, and the sustainability of its current sales and expense levels. There are also specialized ratios that deal with such issues as sales returns, repairs and maintenance, fringe benefits, interest expense, and overhead rates.

Each of the following sections describes the uses of a ratio or formula, explains the proper method of calculation, and gives an example. Each section also discusses how each ratio or formula can be misused, skewed, or incorrectly applied.

The ratios and formulas presented in this chapter are:

Sales to Working Capital Ratio	Discretionary Cost Ratio
Sales to Fixed Assets Ratio	Interest Expense to Debt Ratio
Sales to Administrative Expenses Ratio	Foreign Exchange Ratios
Sales to Equity Ratio	Overhead Rate
Sales per Person	Goodwill to Assets Ratio
Sales Backlog Ratio	Overhead to Cost of Sales Ratio
Sales Returns to Gross Sales Ratio	Investment Turnover
Repairs and Maintenance Expense to Fixed Assets Ratio	Break-Even Point
Accumulated Depreciation to Fixed Assets Ratio	Margin of Safety
Fringe Benefits to Wages and Salaries Expense	Tax Rate Percentage
Sales Expenses to Sales Ratio	

SALES TO WORKING CAPITAL RATIO

Description: It is exceedingly important to keep the amount of cash used by an organization at a minimum, so that its financing needs are reduced. One of the best ways to determine changes in the overall use of cash over time is the ratio of sales to working capital. This ratio shows the amount of cash required to maintain a certain level of sales. It is most effective when tracked on a trend line, so that management can see if there is a long-term change in the amount of cash required by the business in order to generate the same amount of sales. For instance, if a company has elected to increase its sales to less creditworthy customers, it is likely that they will pay more slowly than regular customers, thereby increasing the company's investment in accounts receivable. Similarly, if the management team decides to increase the speed of order fulfillment by increasing the amount of inventory for certain items, then the inventory investment will increase. In both cases, the ratio of working capital to sales will worsen because of specific management decisions. This ratio is also used for budgeting purposes, since budgeted working capital levels can be compared to the historical amount of this ratio to see if the budgeted working capital level is sufficient.

Formula: Annualized net sales are compared to working capital, which is accounts receivable, plus inventory, minus accounts payable. One should not use annualized *gross* sales in the calculation, since this would include in the sales figure the amount of any sales that have already been returned and are therefore already included in the inventory figure. The formula is:

$$\frac{\text{Annualized net sales}}{(\text{Accounts receivable} + \text{Inventory} - \text{Accounts payable})}$$

Example: The Jolt Power Supply Company has elected to reduce the amount of inventory it carries for some of its least-ordered stock items, with the goal of increasing inventory turnover from twice a year to four times a year. It achieves its inventory goal rapidly by selling back some of its inventory to its suppliers in exchange for credits against future purchases. Portions of its operating results for the first four quarters after this decision was made are shown in Table 2.1.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue	\$320,000	\$310,000	\$290,000	\$280,000
Accounts receivable	\$107,000	\$103,000	\$97,000	\$93,000
Inventory	\$640,000	\$320,000	\$320,000	\$320,000
Accounts payable	\$53,000	\$52,000	\$48,000	\$47,000
Total working capital	\$694,000	\$371,000	\$369,000	\$366,000
Sales to working capital ratio	1:0.54	1:0.30	1:0.32	1:0.33

The ratio calculation at the end of each quarter is for annualized sales, so we multiply each quarterly sales figure by 4 to arrive at estimated annual sales. The accounts receivable turn over at a rate of once every 30 days, which does not change through the term of the analysis. Inventory drops in the second quarter to arrive at the new inventory turnover goal, while the amount of accounts payable stays at one-half of the revenue level, reflecting a typical distributor's gross margin of 50% throughout all four periods. The resulting ratio shows that the company has indeed improved its ratio of working capital to sales, but at the price of some lost sales to customers who were apparently coming to the company because of its broad inventory selection.

Caution: As stated in Table 2.1, using this ratio to manage a business can result in unforeseen results, such as a drop in sales because of reduced inventory levels or tighter customer credit controls. Also, arbitrarily lengthening the terms of accounts payable in order to reduce the working capital investment will likely lead to strained supplier relations, which may eventually result in increased supplier prices or the use of different and less reliable suppliers.

SALES TO FIXED ASSETS RATIO

Description: In some industries, a key barrier to entry is the large amount of assets required to produce revenues. For example, the oil-refining business requires the construction of a complete refining facility before any sales can be generated. By using the sales to fixed assets ratio, one can see if a company is investing a great deal of money in assets in order to generate sales. This is a particularly effective measure when compared to the same ratio for other companies in the same industry; that is, if another company has found a way to generate profitable sales with a smaller asset investment, then it will be rewarded with a higher valuation. This measure is also useful when tracked on a trend line, so that one can see if there are any sudden jumps in asset investments that the company has made to incrementally bring in more sales. For example, a printing facility may have achieved 100% utilization of its printing plant, and so cannot generate more sales without a multimillion dollar investment in new equipment. In such cases, the key question is whether there is a reasonable expectation of generating a sufficient incremental increase in revenues to justify the additional investment.

Formula: Divide net sales for a full year by the total amount of fixed assets. There are several variations on this formula. One is to calculate annualized net sales on a rolling basis, so that the last 12 months of revenue are always used. This can be a better approach than attempting to extrapolate revenues forward for several months, especially if future revenues are uncertain. The denominator in the calculation, which is the amount of total fixed assets, may be used net of depreciation or before depreciation; the most common usage is after depreciation, since this is more indicative of the actual value of the assets. However, if accelerated

depreciation is used, there may be little relationship between the amount of depreciation recognized and the value of the fixed assets, which may lead one to use total fixed assets prior to accumulated depreciation. Both variations on the formula are shown here:

$$\frac{\frac{\text{Annualized net sales}}{\text{Total fixed assets}}}{\frac{\text{Annualized net sales}}{\text{Total fixed assets prior to accumulated depreciation}}}$$

Example: The Turtle Tank Company creates tracked vehicles for a number of military organizations. It has recently received an order from the country of Montrachet for annual delivery of 20 tanks per year for the next eight years. The trouble with this order is that the company's existing capacity can only handle 10 more tanks per year. An entire additional production line must be created in order to manufacture the extra tanks, which will require an increase in fixed assets of \$20 million. The price the company will receive for each tank is \$850,000. Currently, it produces 70 tanks per year, and has fixed assets of \$40 million. Based on these numbers, its net sales to fixed assets ratio will change as shown in Table 2.2.

The Turtle Tank Company is a publicly held company, so its management is concerned that the much lower ratio that would be caused by the new investment would not compare favorably to the same ratio for its competitors. This might cause investors to think that the company is poorly managed, resulting in a sell-off of its stock. An alternative solution for the situation is for the managers to ignore the short-term impact of the ratio and instead to focus on the key issue, which is whether there will be enough additional business in the future to justify the additional investment.

Cautions: The sales to fixed assets ratio should not be used at a consolidated level for companies that include many types of businesses, since it is quite possible that only a few businesses within the entity are asset-intensive. For this reason, it is better to calculate the measure for individual businesses or product lines. The ratio can also be misleading if a company does not have sufficient funds to purchase new assets, in which case it may appear to have a small asset base due to the large amount of offsetting depreciation expense that has accumulated over time.

Table 2.2

	If No Change	If Invest in New Line
Annual sales	\$68,000,000	\$76,500,000
Total fixed assets	\$40,000,000	\$60,000,000
Sales to fixed asset ratio	1.7:1	1.3:1

SALES TO ADMINISTRATIVE EXPENSES RATIO

Description: A key issue is how much overhead expense is needed to maintain a certain level of sales volume. For example, a company with a strategy of selling very small orders to its customers requires a large accounting department, not only to issue a vast quantity of invoices, but also to process a large number of payments. Similarly, if a company has a large proportion of employees to the amount of revenue generated (such as a restaurant chain), then the human resources staff will be correspondingly large. In these cases, it is important to ensure that the administrative expense is carefully controlled, so that it does not have an excessively large impact on profits.

Formula: Divide annualized net sales by the total of all general and administrative expenses. It is better to use the last twelve months of net sales for the annualized net sales figure, rather than an estimate of sales for future months, since the look-forward estimate may be substantially incorrect. Also, the expense figure in the denominator should include the cost of the sales department, especially if its cost is largely fixed (as is the case when the sales staff has a high proportion of salaries to commissions). The formula is:

$$\frac{\text{Annualized net sales}}{\text{Total general and administrative expenses}}$$

Example: The Windy Weather Gauge Company has experienced a sharp drop in sales volume. Its ratio of sales to general and administrative expenses has changed from 1:0.1 to 1:0.2, indicating that this cluster of expenses has doubled in proportion to overall sales. This relative expense increase will certainly have a major negative impact on profits. The controller needs to see if it is possible to drop these expenses back to their previous proportion to sales. Finding that the primary expense in this area is salaries, the controller quickly determines that there are so few personnel in each of the administrative areas that only outsourcing or the merging of departments will allow the company to achieve its previous sales to administrative expense ratio. Accordingly, the human resources work is taken on by the controller, computer systems development is curtailed, and the accounting department combines its accounts payable and receivable staff into a single group. Thus, quick action based on this ratio allows the company to shrink its administrative expenses down to a level that will ensure continuing profits.

Cautions: This ratio can be used as the justification for a reduction or freeze in the amount of general and administrative expenses, on the grounds that the proportion of expenses to sales in the past should be the same in the future. However, if there is a significant change in sales volume, this is a less clear relationship. For example, if sales volume doubles, it is quite possible that the general and administrative expense does not have to double as well, since much of the existing infrastructure may be able to handle the additional growth. Conversely, a significant drop in sales

volume may still require a company to leave much of its general and administrative expenses in place, due to long-term contracts that cannot be voided (such as building leases) or the presence of significant fixed assets (such as computer centers) that cannot be reduced to reflect the smaller sales volume. Consequently, changes to general and administrative expenses may be indicated by this ratio, but in-depth analysis must be done to determine if a change is really possible.

SALES TO EQUITY RATIO

Description: This ratio is used to determine the amount of equity that should be retained within a business as sales volumes fluctuate. For example, if sales growth increases rapidly, it is likely that a considerable additional amount of working capital will be required to sustain this higher level of sales growth. If so, the required cash can come from debt, internal cash generation, or equity. The ratio can also be used to determine if too much equity has accumulated in a business, so that some may be extracted through extra dividends, a stock buyback, or some other form of distribution.

Formula: Divide annual net sales by total equity. It is important to include retained earnings in the denominator; many companies that have high margins or have been generating profits for many years have accumulated a great deal of retained earnings, which may make up the largest component of equity. The formula is:

$$\frac{\text{Annual net sales}}{\text{Total equity}}$$

Example: An examiner for the Friendly Tax Collection Service calls on a company that has paid out no dividends for the past few years. An examination of the company's accounting records reveals the information in Table 2.3.

	2000	2001	2002	2003
Sales	\$12,500,000	\$14,000,000	\$15,500,000	\$17,000,000
Retained earnings	\$5,000,000	\$6,250,000	\$7,500,000	\$8,750,000
Other equity	\$350,000	\$350,000	\$350,000	\$350,000
Total equity	\$5,350,000	\$6,600,000	\$7,850,000	\$9,100,000
Total fixed assets	\$2,500,000	\$2,600,000	\$2,600,000	\$2,700,000
Sales to equity ratio	2.3:1	2.1:1	2.0:1	1.9:1