

APQC Best Practices Reports

Recently Published

*All reports are available in APQC's online Knowledge Base at
www.apqc.org/knowledge-base.*

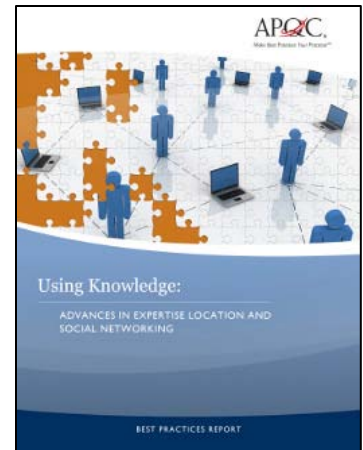
Knowledge Management

USING KNOWLEDGE: ADVANCES IN EXPERTISE LOCATION AND SOCIAL NETWORKING

Web 2.0 and social computing tools are changing how employees identify expertise and those who possess it. In this report, APQC explores ways to locate experts and answers using wikis, blogs, social networking, and social tagging.

Case studies include:

- ▶ IBM Global Business Services,
- ▶ MITRE Corp.,
- ▶ NASA,
- ▶ Rockwell Collins Inc., and
- ▶ Sun Microsystems Inc.

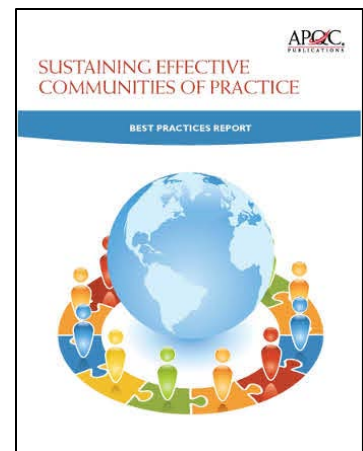


SUSTAINING EFFECTIVE COMMUNITIES OF PRACTICE

While all communities of practice face challenges, some organizations stand out because they have developed their communities over time and woven them deeply into the fabric of their cultures. In this report, APQC has identified 18 best practices that support the development of thriving, sustainable communities.

Case studies include:

- ▶ ConocoPhillips,
- ▶ Fluor Corporation, and
- ▶ Schlumberger.

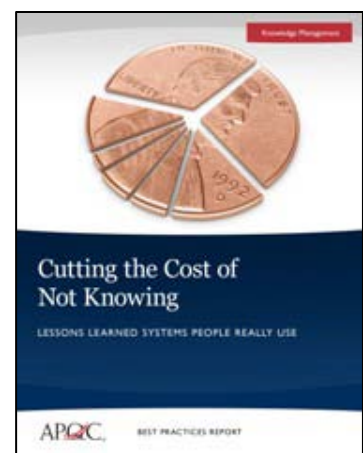


CUTTING THE COST OF NOT KNOWING: LESSONS LEARNED SYSTEMS PEOPLE REALLY USE

In 2009, APQC launched a Collaborative Benchmarking study to examine how top organizations develop successful lessons learned strategies and approaches. This report describes key elements of effective lessons learned programs based on the best practices discovered over the course of the study and APQC's previous research in knowledge management.

Case studies include:

- ▶ Credit Suisse;
- ▶ U.S. Army Armament Research, Development and Engineering Center; and
- ▶ U.S. Army Center for Army Lessons Learned.

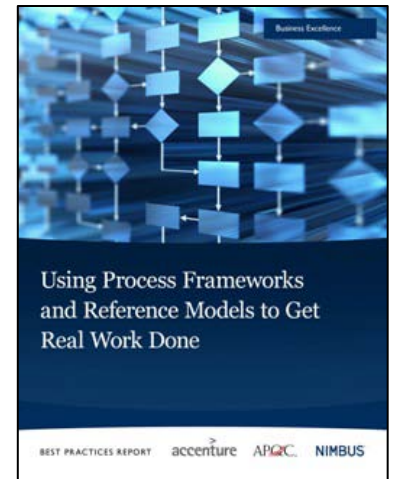


Business Excellence

USING PROCESS FRAMEWORKS AND REFERENCE MODELS TO GET REAL WORK DONE

Organizations today employ many kinds of process frameworks and reference models to structure how work is accomplished, documented, and measured. This report examines how best-practice organizations use frameworks and reference models in innovative, applicable, and profitable ways. In-depth case studies include:

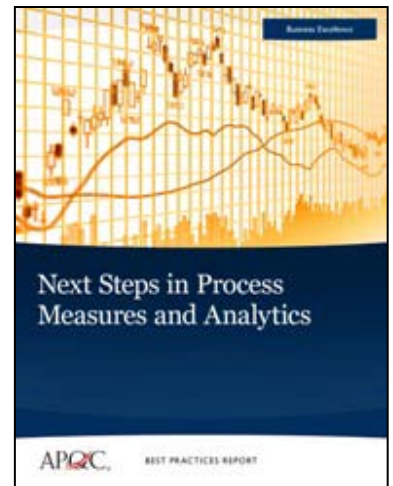
- ▶ Cisco Systems Inc.,
- ▶ ING Life Japan,
- ▶ Pitney Bowes Inc.,
- ▶ UPS, and
- ▶ The Williams Companies Inc.



NEXT STEPS IN PROCESS MEASURES AND ANALYTICS

To make informed decisions, business leaders need to understand how their organizations are performing and where change will have the greatest impact. Applying aligned and strategic analytics to processes can provide that insight. This report includes APQC's findings along with in-depth examinations of how leading organizations have improved and streamlined processes by applying well-defined measures and analytics. Case studies include:

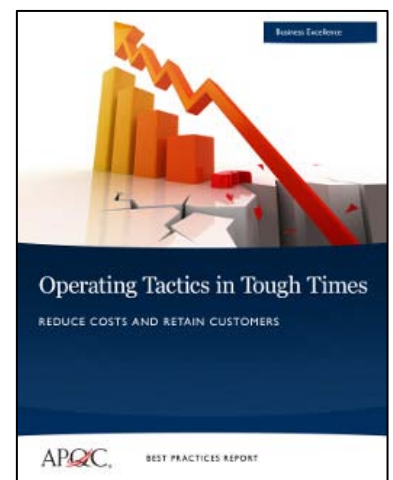
- ▶ Ernst & Young,
- ▶ Marriott International, and
- ▶ The United Illuminating Company.



OPERATING TACTICS IN TOUGH TIMES: REDUCE COSTS AND RETAIN CUSTOMERS

This APQC report provides tactics organizations can employ when implementing process improvement. Best-practice organizations share their secrets, and APQC offers practical steps that prove effective on the continuous journey toward process excellence. Case studies include:

- ▶ Harland Clarke Corporation,
- ▶ Rockwell Collins, and
- ▶ Tata Consultancy Services.

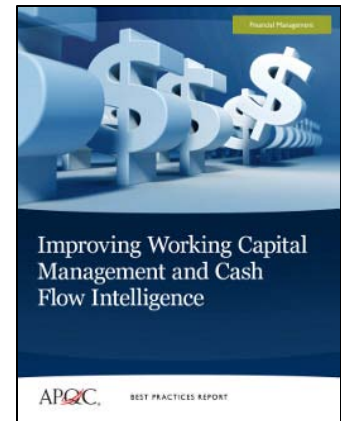


Financial Management

IMPROVING WORKING CAPITAL MANAGEMENT AND CASH FLOW INTELLIGENCE

This APQC report explores how senior financial managers are working in tandem with operating executives to implement new processes and supporting technologies to reduce working capital requirements. This report includes an in-depth examination of how leading organizations drive sustainable value by addressing cash bottlenecks and improving cash flow intelligence. Case studies include:

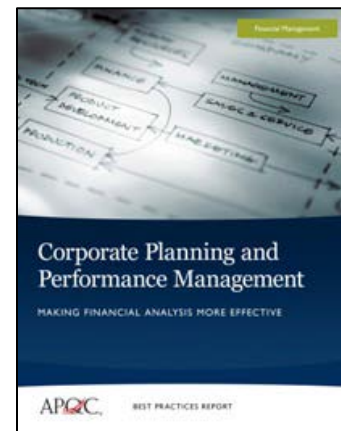
- ▶ General Mills,
- ▶ Owens-Illinois, and
- ▶ Zappos.com.



CORPORATE PLANNING AND PERFORMANCE MANAGEMENT

This report examines how best-practice organizations drive continuous improvement in financial planning and analysis. It also looks at how they provide sound decision-support regarding the pursuit of revenue and profit growth in the face of economic and marketplace volatility. This report includes the managerial frameworks, methodologies, and leadership factors in place at the following best-practice organizations:

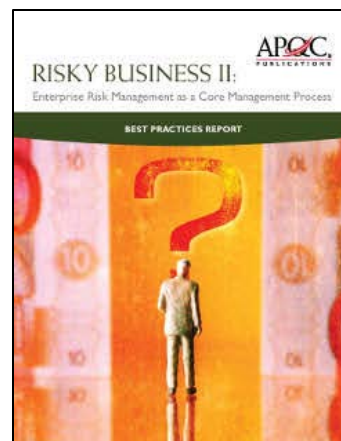
- ▶ Bank of Canada,
- ▶ Giant Eagle Inc., and
- ▶ John Wiley & Sons Inc.



RISKY BUSINESS II: ENTERPRISE RISK MANAGEMENT AS A CORE MANAGEMENT PROCESS

With thought leadership from IBM Global Business Services, this report examines leading-edge enterprise risk management (ERM) programs, describing how organizational leaders implemented ERM across business units and embedded ERM in core management processes to improve decision making. The best practices offer valuable insights on developing strategic risk management processes and fostering a risk-conscious culture. Case studies include:

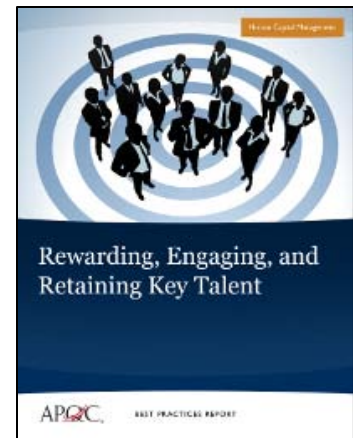
- ▶ American Electric Power,
- ▶ Fonterra,
- ▶ Microsoft,
- ▶ New York Independent System Operator, and
- ▶ Textron.



Human Capital Management

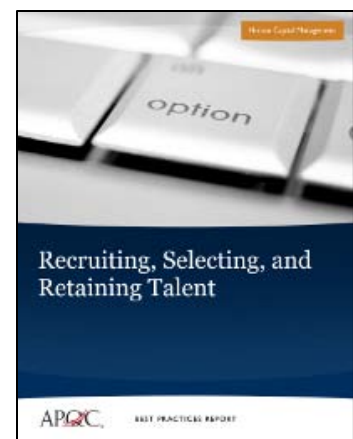
REWARDING, ENGAGING, AND RETAINING KEY TALENT

In 2009 and 2010, APQC conducted a Collaborative Benchmarking study, “Rewarding, Engaging, and Retaining Key Talent,” to learn how best-practice organizations engage their top talent. 3M, Infosys, and Schlumberger were identified as best-practice organizations and studied via surveys and site visits. This best practices report details the research findings regarding the strategy, processes, practices, and measures that the best-practice organizations use to engage and retain critical talent. It also includes an in-depth case study of each best-practice organization.



RECRUITING, SELECTING, AND RETAINING TALENT

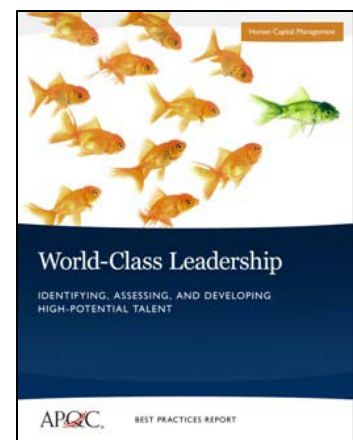
In 2007, APQC conducted a Collaborative Benchmarking study, “Recruiting, Selecting, and Retaining Talent,” to learn how best-practice organizations determine their talent needs; strategize and act accordingly; retain high-performing employees; and then measure their sourcing, recruitment, and selection practices. Abbott Laboratories, Booz Allen Hamilton, Lincoln Financial Group, Microsoft, TELUS, and Textron were identified as best-practice organizations and studied via surveys and site visits. This best practices report details the study findings, providing examples of each best practice "in action." It also includes an in-depth case study of each best-practice organization.



WORLD-CLASS LEADERSHIP

In 2007, APQC embarked on a Collaborative Benchmarking study, “World-Class Leadership: Identifying, Assessing, and Developing High-Potential Talent”, to learn how best-practice organizations recognize and develop global leaders. Air Liquide, Liz Claiborne, Raytheon, Sonoco, and Staples were identified as best-practice organizations and studied through structured data collection and site visits. This report details how these organizations:

- ▶ assess leaders and identify high-potential talent,
- ▶ ensure adequate bench strength and succession management,
- ▶ develop global leaders and diversify the leadership ranks, and
- ▶ measure success.



Supply Chain Management and Product Development

NEW PRODUCT DEVELOPMENT: EMBRACING AN ADAPTABLE PROCESS

Consider an effective new product (NPD) process as table stakes to compete in today's market. How do global organizations adapt and modernize their NPD stage gates and still remain fast and nimble? This report shows how successful organizations streamline paths for new product offerings. Case studies include:

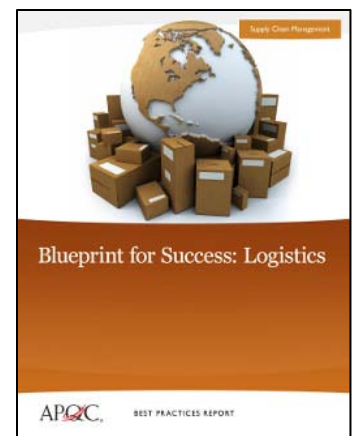
- ▶ Air Products and Chemicals Inc.,
- ▶ Ashland Inc.,
- ▶ BD,
- ▶ Electro Scientific Industries Inc., and
- ▶ EXFO.



BLUEPRINT FOR SUCCESS: LOGISTICS

View logistics as the key to gain a competitive advantage and discover how to use logistics functions and supporting processes to profoundly impact your organization's bottom line in this updated second edition of *Blueprint for Success: Logistics*. This report includes:

- ▶ a framework for logistics activities and how they relate to the enterprise;
- ▶ key measures for cost effectiveness, cycle time, process efficiency, and staff productivity;
- ▶ the latest benchmarks for performance; and
- ▶ in-depth case studies demonstrating how leading organizations have achieved their performance levels.



NEW PRODUCT AND SERVICE INNOVATION: IMPROVING FRONT-END EFFECTIVENESS

What are best-practice organizations doing to enhance their performance in the early stages of product and service innovation? In this report, APQC has identified 11 best practices associated with the front-end of innovation. Case studies include:

- ▶ Computer Sciences Corp.,
- ▶ Ethicon Endo-Surgery Inc.,
- ▶ Kennametal Inc.,
- ▶ Kraft Foods Inc., and
- ▶ Shell International Exploration & Production.

