

# APQC Best Practices Reports

*Recently Published*

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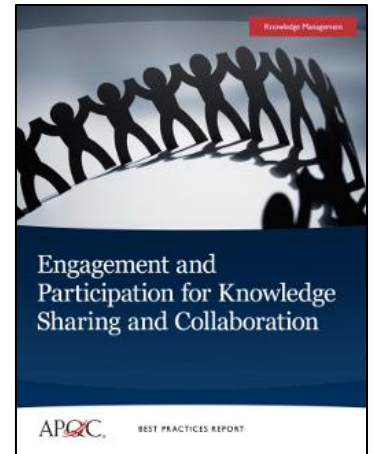
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# Knowledge Management

## ENGAGEMENT AND PARTICIPATION FOR KNOWLEDGE SHARING AND COLLABORATION

Knowledge management is only effective if a sufficient number of employees embrace KM tools and approaches. In this report, APQC outlines 17 best practices for increasing engagement and participation in KM. The practices span the life cycle of the KM program, from piloting new approaches and managing change to maintaining excitement and interest over the long term. Case studies include:

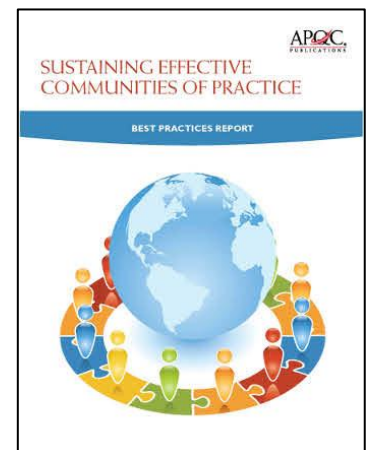
- ▶ Baker Hughes,
- ▶ Computer Sciences Corporation (CSC),
- ▶ ConocoPhillips,
- ▶ The Federal Reserve Bank of Cleveland,
- ▶ Fluor, and
- ▶ MITRE.



## 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 reveals 18 best practices that support the development of thriving, sustainable communities. From strategy and structure to technology, communications, and measures, the practices provide a road map for building communities that will stand the test of time. Case studies include:

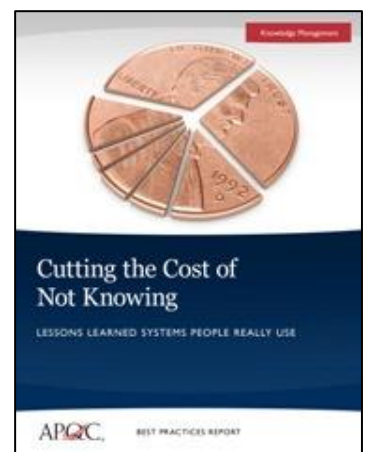
- ▶ ConocoPhillips,
- ▶ Fluor Corporation, and
- ▶ Schlumberger.



## 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 KM. 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 ENTERPRISE QUALITY MEASUREMENT TO DRIVE BUSINESS VALUE

Organizations have long recognized the need to assess the quality of products and services, but only recently have a substantial number of organizations pursued the measurement of enterprise-wide quality. Business success depends on quality processes and outcomes at every level. This report investigates the foundational practices every organization needs to successfully evaluate quality as well as the emerging practices a few leading organizations are employing to stay on top of their quality efforts. Case studies include:

- ▶ Altera Corporation and
- ▶ Chemonics International.



### 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:

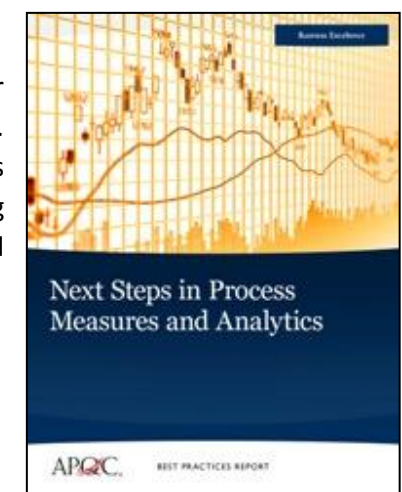
- ▶ Cisco Systems Inc.,
- ▶ ING Life Japan,
- ▶ Pitney Bowes Inc.,
- ▶ UPS, and
- ▶ The Williams Companies Inc.



### 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.

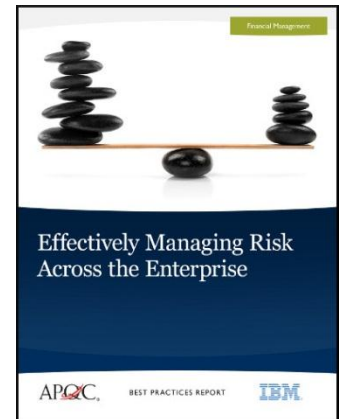


## Financial Management

### EFFECTIVELY MANAGING RISK ACROSS THE ENTERPRISE

This ground-breaking report from APQC covering enterprise risk management (ERM) presents analysis by leading experts in the field, survey results, and in-depth case studies from a recent Collaborative Benchmarking study. Learn how risk management pioneers have crafted mature ERM programs that not only protect them from major negative events, whether strategic, operational, or financial, but also help them stretch their wings in pursuit of ambitious aims. Case studies include:

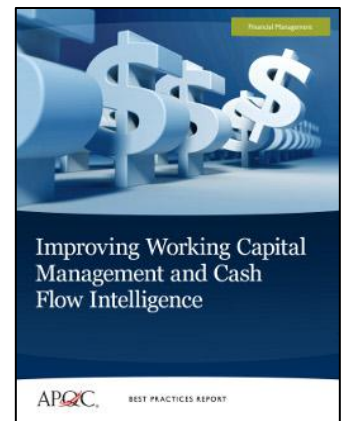
- ▶ Caterpillar Inc.,
- ▶ Marathon Oil Corporation,
- ▶ Intuit, and
- ▶ University of California.



### 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 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 cash flow intelligence. Case studies include:

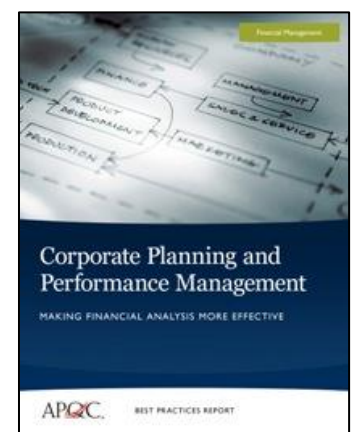
- ▶ General Mills,
- ▶ Owens-Illinois, and
- ▶ Zappos.com.



### CORPORATE PLANNING AND PERFORMANCE MANAGEMENT

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

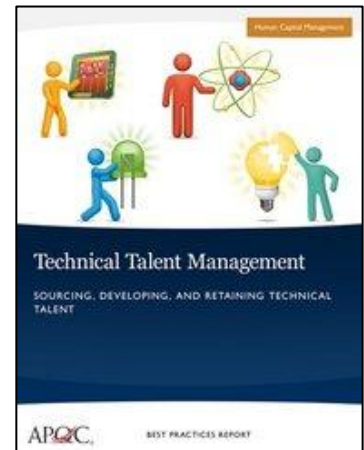
- ▶ Giant Eagle Inc. and
- ▶ John Wiley & Sons Inc.



## Human Capital Management

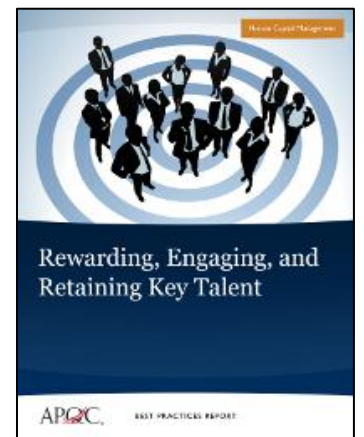
### TECHNICAL TALENT MANAGEMENT: SOURCING, DEVELOPING, AND RETAINING TECHNICAL TALENT

Technical workers—analytical, engineering, mathematical, research and development, scientific, and technology employees—look for different things from their employers. Understanding these differences is essential for attracting and retaining these workers who are highly sought after, but in short supply. In 2011, APQC conducted a Collaborative Benchmarking study to learn best practices for effectively managing technical talent across the employment life cycle. This report describes 19 best practices and includes case studies on best practice organizations Caterpillar Inc., General Mills Inc., IBM Corp., Lockheed Martin Corp., and Schlumberger Ltd.



### REWARDING, ENGAGING, AND RETAINING KEY TALENT

In 2009 and 2010, APQC conducted a Collaborative Benchmarking study to learn how best-practice organizations engage their top talent. 3M, Infosys, and Schlumberger were identified as best-practice organizations and were studied via surveys and site visits. This best practices report details the strategy, processes, practices, and measures that 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 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 and studied as best-practice organizations via surveys and site visits. This best practices report details the study findings and provides examples of each best practice in action. It also includes an in-depth case study of each best-practice organization.

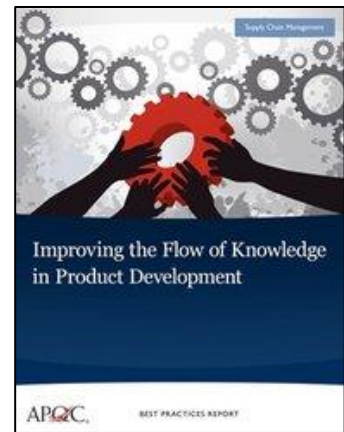


# Product Development

## IMPROVING THE FLOW OF KNOWLEDGE IN PRODUCT DEVELOPMENT

In an economy powered by knowledge, better use of knowledge can lead to shorter time to market and less risky and more vibrant new products. To take advantage of the wisdom within the organization, how do you transfer best practices and lessons learned from project to project, from team to team, and from person to person within product development? In-depth case studies are included:

- ▶ Ecopetrol S.A.,
- ▶ IBM,
- ▶ Intel,
- ▶ Rockwell Collins Inc., and
- ▶ The Toro Company.



## 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.



## NEW PRODUCT DEVELOPMENT: PROCESS BENCHMARKS AND PERFORMANCE METRICS

Given the need to keep innovating despite resource constraints, what are other organizations doing to keep moving ahead? And what does it mean for new product development (NPD) efforts? This Performance Benchmarks Report from APQC and PDI contains benchmarks from more than 250 organizations, and it provides a baseline that you can use to evaluate your organization's capabilities. It explores 10 key topic areas, each with a number of sub-items, for a total of 68 practices, methods, and approaches that fall into four overarching themes.

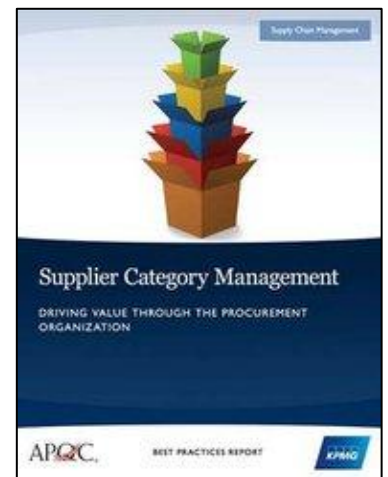


# Supply Chain Management

## SUPPLIER CATEGORY MANAGEMENT: DRIVING VALUE THROUGH THE PROCUREMENT ORGANIZATION

Today's sourcing and procurement function has the ability to be so much more than just the buying arm of the enterprise, focused only on getting the lowest cost. Shifting the focus to what the business needs to accomplish its goals can enable procurement to take into account elements such as supplier quality and reliability. By emphasizing efforts in categories that are critical to the business, the procurement and sourcing organization can build and manage supplier relationships that deliver results for the business. This report includes in-depth case studies of the following:

- ▶ ATMI,
- ▶ FMC Technologies Inc., and
- ▶ Merck.



## BLUEPRINT FOR SUCCESS: LOGISTICS (SECOND EDITION)

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 achieve high performance.

