

BUILDING A BEST-IN-CLASS FINANCE FUNCTION

Study Overview

PROJECT OVERVIEW AND SCOPE

A growing number of organizations are streamlining and automating financial management processes to transform their finance function from one that merely reports on the past, to one that works with the business to plan for the future. APQC is conducting primary, qualitative research to learn more from these top-performing organizations, the critical success factors enabling their finance transformation efforts, and how they have built best-in-class finance functions.

TARGET AUDIENCE JOB TITLES

- ◆ Finance process improvement
- ◆ Finance directors AR, AP, credit and collections, tax and treasury, etc.
- ◆ Finance
- ◆ CFO
- ◆ Controller

RESEARCH QUESTIONS

- ◆ What is the strategic purpose of the transformed finance entity, and how does it align with and support overarching organizational and business strategy?
- ◆ How has the organization structured the new finance function to enable superior results?
- ◆ What talent management initiatives does the organization have underway to drive people performance in finance, including any competencies or skills required of the new finance organization?
- ◆ What change management strategies has the organization employed to ensure its finance transformation efforts are successful?
- ◆ What are the recent and currently underway finance transformation improvement efforts and their results?
- ◆ What tools and techniques has the organization leveraged for improvement (including any efforts into new frontiers like robotic process automation, artificial intelligence, and digitalization in finance)?
- ◆ How does the organization measure, monitor, and communicate critical finance function results to key stakeholders?

RESEARCH METHODS

- ◆ Updates to case studies collected in APQC 2012 research project, [Building a Best-in-Class Finance Function](#)
- ◆ New case study data collection (3 to 5 case studies) from industry practitioners

KEY DELIVERABLES

- ♦ Overall whitepaper of the results
- ♦ Case studies (3 to 5), including best practices/key findings
- ♦ Webinar/Slides to report the results
- ♦ Infographic(s)

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ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at www.apqc.org, and learn how you can make best practices your practices.