# APQC Best Practices Reports

2010 MEMBER MEETING

Business Excellence Best Practices Reports

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. In 2010, APQC examined the best practices of organizations guided by sound measurement systems, revisiting and evolving conclusions about topics researched in APQC's 2008 Process Measures and Analytics study. This report includes APQC's 2010 findings along with in-depth examinations of how Ernst & Young, Marriott International, and The United Illuminating Company have improved and streamlined processes by applying well-defined measures and analytics.
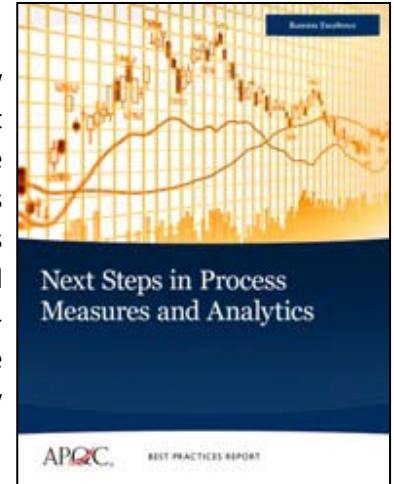
PROCESS MEASURES AND ANALYTICS: THE RIGHT DATA FOR THE RIGHT DECISIONS

Processes, measures, and analytics create an important view of an organization and its performance. Enterprises must recognize how these three dimensions interact within critical business practices to determine the proper balance and ensure that all three are working together effectively.

Process efforts typically focus on workflow and automation. Time is spent defining the processes, the associated interactions, and how technology can be used to simplify various aspects. Although these types of initiatives are useful, they do not demonstrate the true value of process knowledge. What is missing is the ability to quantify process performance--to measure and monitor it--and to leverage resulting data and information to enable fact-based decision making.

In this benchmarking report, APQC outlines how leading enterprises develop and apply proactive approaches and methods that allow them to successfully matrix processes, measures, and analytics to create value for themselves and their customers.
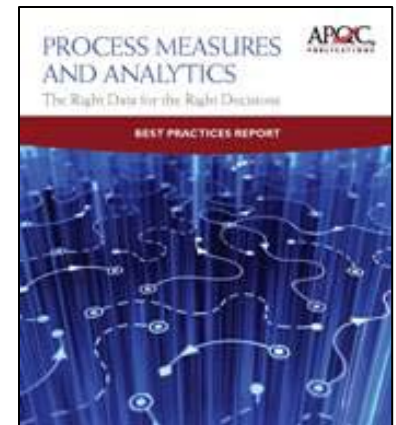
Financial Management Best Practices Reports

CORPORATE PLANNING AND PERFORMANCE MANAGEMENT

This report summarizes findings from a collaborative study conducted by APQC in summer/fall of 2009. Readers will learn how best-practice organizations drive continuous improvement in financial planning and analysis, as well as 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 best-practice companies.
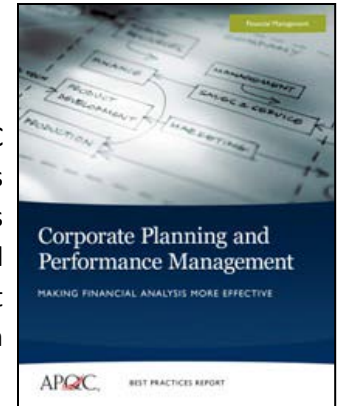
## RISKY BUSINESS II: ENTERPRISE RISK MANAGEMENT AS A CORE MANAGEMENT PROCESS

With thought leadership from IBM Global Business Services, this report examines leading-edge 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 and case studies from American Electric Power, Fonterra, Microsoft, New York Independent System Operator, and Textron offer valuable insights on developing strategic risk management processes and fostering a risk-conscientious culture.
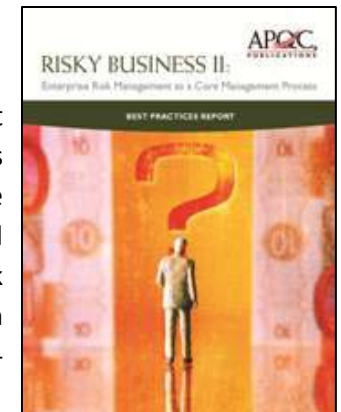
LEVERAGING SOX TO OPTIMIZE SHAREHOLDER VALUE

Compliance with Sarbanes-Oxley (SOX) regulations is not optional, and many organizations have had little choice but to invest significant financial resources into non-value-adding process documentation, employee training, IT systems, and external consulting. But aside from passive compliance benefits, these investments have brought little reward.

This report describes how leading organizations leverage their compliance investments to reap ancillary rewards. The report includes detailed case studies of Intel, Marathon Oil, Microsoft, and Wellpoint Inc.
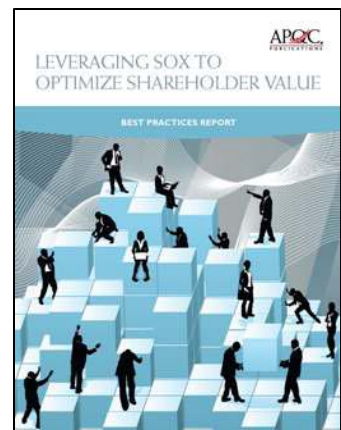
Human Capital Management Best Practices Reports

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-practice 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.
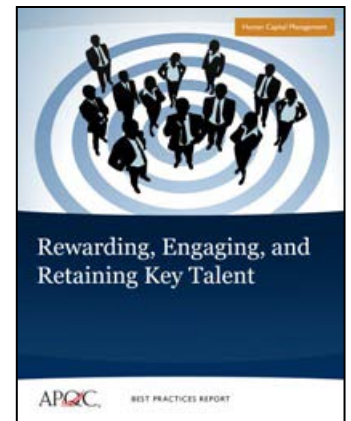
STRATEGIC WORKFORCE PLANNING: ANTICIPATING AND FILLING TALENT GAPS

This report, which is based on APQC's Collaborative Research, features 15 best practices related to organizing and supporting a strategic work force planning team, establishing and embedding an effective work force planning process, developing the tools and techniques necessary to formulate appropriate outputs, and measuring the success of such efforts.

Included are in-depth case studies of Boeing; Hewlett-Packard; IBM Global Business Services; Qantas; Starbucks; and the U.S. Army Armament Research, Development, and Engineering Center (ARDEC).

WORLD-CLASS LEADERSHIP: IDENTIFYING, ASSESSING, AND DEVELOPING HIGH-POTENTIAL TALENT

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.
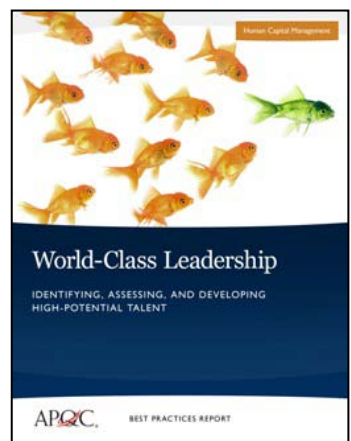
RECRUITING, SELECTING AND RETAINING TALENT

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-practice 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.

Supply Chain Management and Product Development Best Practices Reports

INNOVATION: PUTTING IDEAS INTO ACTION

Idea generation must lead to the production of valuable products and services. In 2009, APQC conducted a study of IBM, Kennametal, and Mayo Clinic, seeking to learn how these innovative organizations foster creativity and facilitate the movement of ideas into profitable products and services. This report discusses key factors that enable a culture of innovation, including organizational structures, resource allocation, technology, motivation/rewards, and leadership.
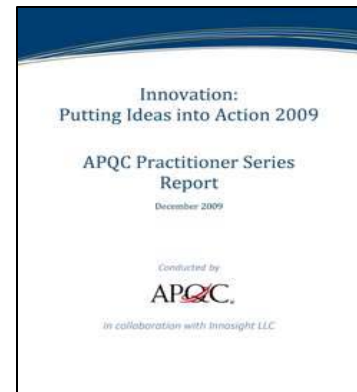
NEW PRODUCT AND SERVICE INNOVATION: IMPROVING FRONT-END EFFECTIVENESS

What are best-practice organizations doing to enhance their performance in the early stages of product and service innovation?

In this report, New Product and Service Innovation: Improving Front-End Effectiveness, APQC has identified 11 best practices associated with the front-end of innovation, which were then grouped into the four study focus areas:
1. Managing the portfolio of concepts
2. Innovative idea management
3. Early-stage milestones
4. Organizational considerations
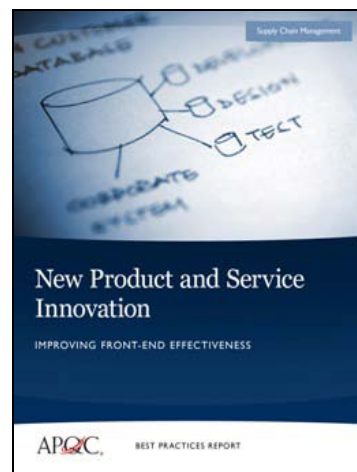
## IMPROVING COLLABORATION FOR PRODUCT AND SERVICE DEVELOPMENT

The increasingly distributed and complex nature of today's work force makes collaboration a daunting challenge for product and service development teams. With this report, Improving Collaboration for Product and Service Development, APQC examines nine best practices that successful organizations employ to enable effective collaboration across geographical and functional boundaries. The best practices are grouped into four focus areas: collaboration guidelines, roles and responsibilities, tools and technologies, and collaboration outcomes.
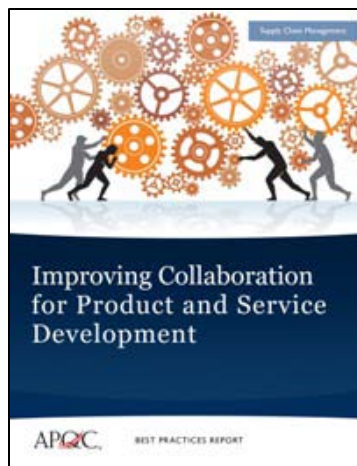
Knowledge Management Best Practices Reports

SUSTAINING EFFECTIVE COMMUNITIES OF PRACTICE

In this report, *Sustaining Effective Communities of Practice*, APQC has identified 18 best practices that enable best-practice organizations to sustain thriving, impactful CoPs. From the strategic to the tactical, these practices provide the foundation on which best-practice partner organizations ConocoPhillips, Fluor Corporation, and Schlumberger build and maintain their communities.
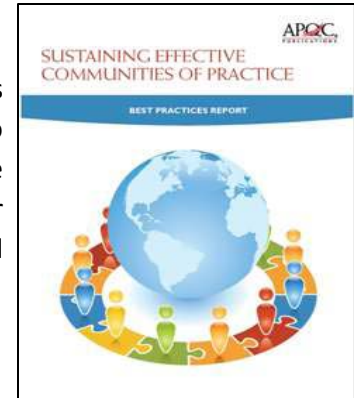
CUTTING THE COST OF NOT KNOWING: LESSONS LEARNED SYSTEMS PEOPLE REALLY USE

In 2009, APQC launched a Collaborative Benchmarking study to develop a road map laying out a successful lessons learned strategy and approach. This report, *Cutting the Cost of Not Knowing: Lessons Learned Systems People Really Use*, 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.
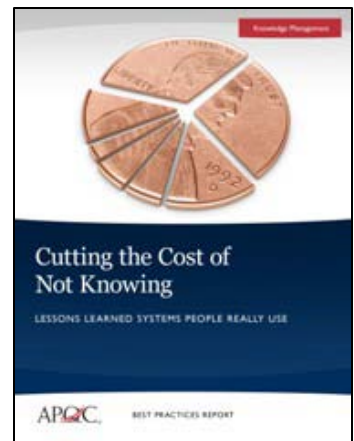
Included are in-depth case studies of Credit Suisse; the U.S. Army Armament Research, Development and Engineering Center (ARDEC); and the U.S. Army Center for Army Lessons Learned (CALL).

USING KNOWLEDGE: ADVANCES IN EXPERTISE LOCATION AND SOCIAL NETWORKING

Never before have KM leaders had the opportunity to shape digital environments to support finding people and answers as they have today. From traditional, profile-based expertise location systems to sexy Web 2.0 social networking and tagging applications, electronic enablers to find expertise and those who possess it have ushered in an exciting new era.
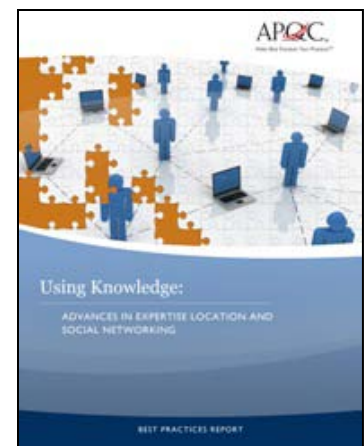
In this report, APQC explores ways to find expertise and answers through Web 2.0 tools such as wikis, blogs, social networking, and social tagging. Included are in-depth case studies of best-practice organizations IBM Global Business Services, MITRE Corp., NASA, Rockwell Collins Inc., and Sun Microsystems Inc.

EVOLVING TECHNOLOGIES: ACCELERATING COLLABORATION AND KNOWLEDGE TRANSFER

With case examples from Accenture, Hewlett-Packard, Royal Dutch Shell plc, Siemens AG, and The U.S. Department of State, this report details many of these appealing new technologies and how these best-practice organizations are preparing for the future. Because this report is based on real data and experiences, it gives the reader an opportunity to go beyond the hype that often accompanies Web 2.0 and focus on why and how organizations use these technologies in pursuit of mission and business objectives.