

APQC DATA COLLECTION SPONSORSHIP

APQC Data Collection sponsorship is a fee-based opportunity for our professional service firms, associations, and technology providers to sponsor a data collection project and gain access to unique metrics and customized peer groups.

Collaborate with APQC on the data collected for any of the topics listed below. Click the links for project descriptions.

- » [Digital Transformation](#)
- » [Robotic Process Automation and Artificial Intelligence](#)
- » [New Supply Chain Strategies](#)
- » [Supply Chain Risk](#)
- » [Sustainability – Corporate and Supply Chain](#)
- » [Organization Agility/Flexibility](#)

For more information, contact Cathy Hill or Katy Cook at psfirm@apqc.org.

DIGITAL TRANSFORMATION

Digital transformations are pervasive, and organizations around the globe are undergoing some level of digital transformation. There are several reasons for the persistent growth of digital: potential of new technologies, pressure to improve efficiency, opportunities for new products and services, and, above all, focus on the customer experience.

However, there is a lot of confusion around digital transformations and organizations must cut through the hype to find relevant information to guide their digital-related decision making. To that end, APQC intends to conduct a survey to assess the state of digital transformation to understand the:

- » scope of transformation within organizations,
- » costs of digital initiatives,
- » drivers of digital initiatives,
- » implementation models, and
- » expected results or return on investment.

ROBOTIC PROCESS AUTOMATION AND ARTIFICIAL INTELLIGENCE

Organizations are finding capability improvements for legacy processes in the application of electronic FTEs (EFTEs) and robotic process automation. APQC intends to investigate the various approaches organizations have adopted in the deployment of artificial intelligence, robotic process automation, and EFTEs. Key results are expected to include:

- » Distribution of EFTE workforce by function
- » Budget for EFTE implementation
- » Budget for artificial intelligence implementation
- » State of artificial intelligence, RPA, and EFTE deployment
- » Expected ROI for RPA implementations
- » RPA, EFTE, and AI deployment models, including self-deployed, 3rd party, blended, etc.
- » Improvements in metrics for cycle times, error rate reduction, reduction in FTEs for automated processes

SUPPLY CHAIN STRATEGIES

New supply chain strategies are continuously emerging to reduce cycle time, address unforeseen circumstances (a pandemic, environmental changes, compromised or inadequate supply, etc.) and adopt new technologies to drive resiliency, agility and predictability.

The key is building resilience and flexibility into supply chains to handle any type of disruption – both anticipated and unforeseen.

In an strategic effort to properly address the challenges, APQC intends to gather insights on how organizations are managing people, processes, and technology.

This research would investigate governance/accountability, processes, successes, lessons learned from the COVID-19 pandemic, and more.

Based on the data collected from metrics and practices, APQC will be looking for companies and organizations interested in sharing their experiences in case studies as well.

Some topics of interest include:

- » Your supply chain strategy and its long-term sustainability
- » Performance measurement of digital supply chain, supply chain effectiveness, governance and accountability
- » How your Sales & Operations Planning/Integrated Business Planning is managed, tools used, and results achieved in terms of improved forecast accuracy
- » Stage and extent of adoption of RPA in the supply chain, as well as other emerging technologies, where applied in supply chain, and results achieved (improvements in cost, cycle times, FTEs needed, etc.)

SUPPLY CHAIN RISK

This research would delve into end-to-end supply chain risk as it impacts supply chain planning, sourcing and suppliers, logistics and transportation, and manufacturing/production. It would include connections to procurement and provide recommendations on how to leverage suppliers for innovation.

Many organizations are still in midst of tech implementation so don't want more tech, just want to make better use/integrate IT to help identify, assess, and prioritize risks.

APQC is focused on gathering information on speedy decision making in the face of disruption based on data (like when to violate their own standard operating procedures due to a disruption) and with better collaboration across functions.

Measures will include cost, cycle-time and number of FTE and tie to practices

Practices to be investigated include:

- » How organizations are governing supply chain risk management – and whether the different practices impact business outcomes such as cycle times, costs, etc.
- » How an organization engages employees and provides incentives to proactively manage risk
- » How organizations classify different types of risk and take action
- » Use of technology to vet and audit suppliers
- » And more

SUSTAINABILITY

Sustainability used to mean that a company is green or environmentally friendly. This definition is continuously evolving and now includes a much broader definition such as the triple bottom line approach to sustainability: planet (environment protection/impact), people (social good/equity), and profits (economic prosperity).

APQC intends to conduct a survey to align with the Global Reporting Initiative, and its characteristics and components of sustainability. The APQC study will include climate/environment, human rights, governance, and social well-being.

APQC intends to investigate how organizations are:

- » Incorporating energy and sustainability into planning
- » Responding to social injustice issues
- » Interacting with the world around it in terms of being good corporate citizens and community partners
- » Conducting environmental impact assessments – such as supply-chain's impact on climate
- » Becoming a target for sustainable investment – Are investors truly interested in organizations that are socially responsible? Does this broader definition of sustainability produce long-term value?
- » How are organizations integrating sustainability with strategy, mission, values, and execution?

ORGANIZATION AGILITY/FLEXIBILITY

Organizational Agility is defined as the ability to identify opportunities and risk quickly and execute on the opportunities and risks that align with the organization's overall strategy. The COVID-19 pandemic has been a wake-up call that organizations need to ensure business continuity in the face of the next black swan event and bolster the flexibility of their decision-making practices and responsiveness to the implementation of new initiatives.

Specifically, APQC wants to explore organizational agility as defined by two capabilities:

- » Strategic responsiveness—ability to sense/identify new risks and opportunities and respond to them quickly.
 - Example measures include number of new ideas, ratio of ideas to new initiatives.
 - Cycle times
 - Reporting practices
 - Business analysis
 - How organizations are using productivity measures to monitor organizational health
- » Organizational flexibility—the ability to shift execution rapidly. This includes the company's ability to put in place or adjust processes, organizational structure, resources, and systems to take advantage of new risks or opportunities quickly.
 - Example measures include mobilization of resources, cycle times and decision rights by role.

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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 <https://www.apqc.org/>, and learn how you can make best practices your practices.