**QUESTIONNAIRE
-
MEMBER case study on Future of Work**

*Please note that the questionnaire is relatively long and detailed – please answer the questions that best and closest apply to your work. Feel free to leave those questions blank that do not apply, or state when information is not (yet) available.

You do not need to write a detailed text to answer the questions – bullet points may suffice. Rather, you can copy-paste information from your internal reports or documentations, or reference them in your answers (“see our report on pages 10-12”, for example). Please note when you have taken text from sources that are copyright-protected and not owned by your company.

WBCSD will review all the information and keep it confidential. Only the final draft approved by You will be posted online and disseminated. In the drafting stages, we would be happy to schedule a short interview by skype or phone to go over any clarifications or questions on the case.

Warm thanks for your time and efforts. We are looking forward to a fruitful collaboration.

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**Company data**

* Industry:
* Number of employees:
* Overall revenue:
* In essence, this is an “About MEMBER” section of 4-5 lines

## (Future of) Work related context

* Does your company have a vision on the Future of Work?
	+ To what extent does your company see the role of workforce as vital for the company’s future?
	+ To what extent is the company reliant on strategic workforce planning?
* What were the strategic drivers for your company to prioritize Future of Work related issues?
* What is the workforce related challenge the company is facing now/ in future?
* What are the drivers behind your company’s Future of Work solution or strategy?
	+ Why is the Future of Work challenge you of significance to the company?
	+ What concrete risk to business is the solution addressing?

## Business solution

* How would you describe the key features of the solution/ approach/ strategy?
* What are the goals and objectives of the solution? If possible, it would be most helpful to include qualitative and quantitative targets set.
* Which partnerships of alliances were formed (if any)
	+ What did the respective partners contribute to the initiative? Which role did they play? What resources and capabilities did they contribute?
	+ What was their motivation to engage with your company? What value did they derive from the partnership?
	+ At what stage were they engaged?
* To whom/which key stakeholders (beyond partners) does the solution provide value and how?
* Is the solution aligned with or reflected in your company’s sustainability strategy?

## Background to the solution

* By whom was the initiative started internally – and how?Which part of the company initiated it? Was it a top-down or bottom-up initiative?
* What was the process to identify **and develop the solution**?
* In which countries was the solution rolled out? How did your company decide which country/ies would be most appropriate? Which were the criteria for identifying the geographical focus of the initiative?
* Did the company start the initiative as a pilot project?

## Results

* What methodologies and indicators were used to monitor and measure the impact of your company’s **solution?**
* What are the main results (positive and negative) of this initiative?
* Please provide quantifiable information where available.

## Challenges

* What were the main challenges faced? (in planning, developing and implementing the solution – and in terms of what lies ahead)

## Benefits for the company

* What are the benefits for the company? Which achievements would you highlight?
* What are the results of the business initiative for employment/ the labor market? (e.g. reduced unemployment rates, reduced skills gap, productivity, economic growth, social mobility, integration etc.)
* What are the social impacts of the solution? (e.g. youth empowerment, gender equality, inclusion etc.)
* What are other indirect impacts of the solution (perhaps unintended)? Such as impact on public policy, how communities function, international donor involvement etc.

## Key success factors

* Name and describe the key factors that have been or that you expect to be crucial for the success of the solution
* How and when did the company identify them as success factors?
* Who was the key audience?

## Conclusions

* What are the main insights and lessons learned from this initiative?
* What future opportunities and challenges is the solution likely to face?
* What are next steps?

## Replicability and scalability

* What are your plans to further develop the solution in the future?
* Could this solution be scaled up or replicated elsewhere? If so, what would be the necessary conditions for success?

## Bibliography

* Please add any public or internal sources that might exist on the initiative.

## Support materials

* Please supply any visual material (e.g. charts and photos) and additional support information (e.g. social/environment reports, annual reviews, and specific documents, reports or press releases relevant to the initiative).