1. Who is Sierra-Cedar and why do they conduct research?

Sierra-Cedar is a management services organization offering a comprehensive, integrated portfolio of services across multiple technologies and industries. Generally, our portfolio is categorized into industry-based consulting services and industry-agnostic shared services. Our goal in the continued support of the Sierra-Cedar Annual Enterprise System Surveys is to be a valuable resource to the technology community by providing objective thought leadership to clients and prospects and sustaining the creation of nonintrusive content for brand-awareness purposes. All research data is strictly confidential and only used in aggregate.

2. When did Sierra-Cedar start conducting research?

The first iteration of what is now the *Sierra-Cedar HR Systems Survey White Paper* was released by The Hunter Group as *Human Resources Self Service: One Year Later – 1997,* a cutting-edge piece of research that included ten areas of focus and analyzed data from just 25 organizations.

Today, with the 2017 addition of the annual Finance & Supply Chain Systems Survey, we collect data from more than 2,000 individual organizations on an annual basis. In our research efforts that have spanned more than 20 years, we've captured data from over 17,000+ individual organizations that cover 234 million employees. Our hope is that these collaborative efforts have made a difference in how organizations view their enterprise HR, finance, and supply chain technology environments and the role technologies play in their employee's work and lives. We hope to continue this tradition of providing insight for these spaces for years to come.

3. What are the Annual Systems Surveys?

The Sierra-Cedar Systems Surveys are the longest-running, most widely distributed, and most highly participative research effort in our industry, annually tracking the adoption, deployment approaches, and value achieved from both enterprise HR, finance, and supply chain technologies. The resulting white papers are open and free resources for the global technology community, providing resources that can be leveraged for their systems strategy, planning, justifying investments, and ultimately executing on their enterprise technology vision. On average, we receive more than 2,000 survey responses from a wide range of industries and organizations annually. We conduct extensive cleansing so that our final data is accurate and represents single organizations.

4. Who should complete the Surveys?

For organizations completing the HR Systems Survey, the best Survey candidates are HR, HRIT, or IT leaders at the center of their HR technology decisions, implementations, or maintenance efforts. In smaller organizations the CFO, CEO, and business leaders may also find the Survey of interest.

For organizations completing the Finance & Supply Chain Systems Survey, the best Survey candidates are finance, Finance IT, or IT leaders at the center of their finance technology decisions, implementations, or maintenance efforts and supply chain, supply chain IT, or IT leaders at the center of their supply chain technology decisions, implementations, or maintenance efforts. In smaller organizations the CFO, CEO, and business leaders may also find the survey of interest.

5. How long do the Surveys take to complete?

The Surveys takes anywhere from 30 to 60 minutes to complete, depending on the number of HR, finance, or supply chain applications your organization currently has in use.

The Surveys are built with deep logic that allows participants to skip research areas that are not relevant for their organization or that they are personally unable to answer.

In the HR Systems Survey, there are 12 sections, with 10 to 15 questions in each section:
- Introduction
- Strategy and Outcomes
- Administrative and Service Delivery Applications
- Workforce Management
- Talent Management
- Business Intelligence
- Vendor Solutions
- Implementations and Updates
- Process and Security
- Expenditures
- Emerging Technologies and Innovations
- Demographics

In the Finance and Supply Chain Systems Survey, there are nine sections, with 10 to 15 questions in each section:
- Introduction
- Finance & Supply Chain Systems Strategy
- Core Financials
- Projects and Grants
- Supply Chain Management
- Budgeting
- Business Intelligence and Analytics
- Implementation and Integration Practices
- Emerging Technology Innovations

6. Can I save my answers and come back to complete a Survey at another time?

Yes, if you first enter your email and click the save button before progressing to the next set of questions.

If you would like to save and continue within a Survey at a later time, simply hit the *Save and Next* button and close the window. You must re-enter a Survey with your original link and the same browser to return to your stopping point. If you have any issues retrieving your answers, send your name and the email address you used to access the survey to either HR.Survey@Sierra-Cedar.com or Finance.Survey@Sierra-Cedar.com so we can provide you with a new link.

7. Can I get a copy of the questions to review prior to taking a Survey?
Yes, please send your request to either HR.Survey@Sierra-Cedar.com or Finance.Survey@Sierra-Cedar.com.

8. What do I receive for completing a Survey?
As a participant who completes the Survey, you receive the following:
- An early and complete version of the **Survey White Paper**
- A **copy of the answers** you provided in the Survey for reference
- A **mini-benchmark** comparing your organization to previous responses, based on your selection of Industry, Size, or Region
- An **entry to our rewards drawing** using the email address you provided:
  - A **$5 Starbucks** card for the first 100 respondents
  - A **$100 Visa** gift card to the anniversary number respondents (e.g, **22nd, 122nd, and 1,022nd**)

9. How are Survey responses used?
All responses are confidential and only used in aggregate results. All emails received through a Survey form are confidential and only used to share the research findings with the participant. All identifying information is masked in our analysis process and never shared unless we receive specific approval from the organization providing the information.

10. When and where is the research published?
Aggregate Survey data is used to create multiple research white papers and presentations throughout the year. Participants are notified when each of these deliverables are completed and available for download.
- **The Sierra-Cedar HR Systems Survey White Paper** (All Aggregate Findings)
  Released in September/October of each year to coincide with an Annual presentation at the
  HR Technology Conference run by LRP.
  (www.hrtechnologyconference.com)
- **The Sierra-Cedar HR Systems Survey White Paper, Asia Pacific Edition**
  Released in May of each year to coincide with the Annual presentation at the
  HR Festival Asia event run by LRP.
  (www.hrfestivalasia.com)
- **The Sierra-Cedar HR Systems Survey White Paper, India Edition**
  Released in April of each year to coincide with the Annual presentation at the
  SHRMTech India event run by SHRM India.
  (www.shrmtech.org)
- **The Sierra-Cedar Finance & Supply Chain Systems Survey White Paper**
  Released in November of each year.
  (www.sierra-cedar.com/finance-systems-survey)

11. Where can I access past research papers and presentations?
Sierra-Cedar posts all recent research white papers on its website and past research white papers and presentations are available upon request: https://www.sierra-cedar.com/research.

12. Who distributes your Surveys?

More than 110 organizations (vendors, third parties, media outlets, associations) distribute our Annual Surveys as a service to the technology community.

- Distributors are given their own unique link and approved language that they can use in direct, social, or newsletter marketing efforts. They forward these to their contacts to help us gain both awareness and data for the research process because they feel our research is valuable to the market and to buyers in the community. Their distribution efforts are a sign of their support for the research and the industry.
- Each distributor receives a report of its unique list's aggregate Survey responses only (no individual data is shared with distributors).
- If you represent a media outlet or organization that is interested in collaborating and supporting either of our Surveys, we'll be happy to provide a unique identification link that allows us to track respondents specific to your outreach.
- Distributors who garner 50 complete Survey responses may select one of these additional complimentary output options:
  - An aggregate analysis of their respondents' data to be delivered by Stacey Harris, our VP of Research & Analytics, at a mutually agreed-upon live or virtual event (based on availability and paid travel)
  - A short interview for publication (for media outlets) of an agreed upon unique element of the aggregate research findings.
  - A customized presentation or speaking points (audience specific) delivered via a web-based or live speaking engagement (based on availability and paid travel)

The more organizations that support the *Annual Systems Surveys* and our research, the more opportunities we have to be a voice and a resource for the global technology community. If you want to know more about what we do and how we can serve your organization, please contact us.

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Sierra-Cedar delivers industry-focused client success by providing consulting, technology, and managed services for the deployment, management, and optimization of next-generation applications and technology.