

## BUSINESS AGILITY FOR MIDSIZE COMPANIES

### ACTIONABLE INFORMATION AND EMPLOYEE INSIGHT

Succeeding in today's competitive business environment requires that your organization be agile enough to respond quickly to internal and external changes. To stay ahead, you have to explore new ways to grow your business – for example, by launching a new product or service or targeting a different set of customers. As a midsize company, you face an additional need to react quicker than your larger enterprise counterparts to survive and thrive; speed and focus are your biggest competitive advantages. You need to rapidly align resources and people so as to drive speed, efficiency, and profitability. But how do you achieve this level of organizational agility – and ensure focused execution across your business?

The key is fostering organizational alignment – an elusive goal for many companies. This requires strong executive alignment, an organizational mind-set that values performance measurement, and the ability to perform effectively. Once these elements are in place, you need baseline information to devise the right strategies, a clear understanding of interdependencies, and insight into where to deploy personnel and budgets. To drive adoption, you must communicate strategies to employees in ways that they understand and that are within the context of their roles. You must provide the right tools and incentives to help them execute on a daily basis and in alignment with corporate strategies.

However, if your organization is like most, there is a significant gap between strategy and execution because of

breakdowns in one or more of these areas. Consider the following questions:

- Are your executives operating from the same measurable goals and objectives?
- Do employees fully understand your business strategy and how their roles, daily decisions, and actions impact business outcomes?
- Do employees have the information and incentives they need to make decisions that not only benefit them but also further corporate goals?
- Are your resources and budgets visibly linked to your strategic objectives?
- Are your objectives prioritized according to those that have the most impact on corporate goals?

If you answered no to these questions, you're not alone. You can't fix these gaps by simply calling more meetings and publishing more metrics. You need a solution that helps you achieve the collaboration, accountability, and consistent insight needed to deliver on business strategy with company-wide alignment.

The SAP® BusinessObjects™ Edge Strategy Management application helps line-of-business managers and senior executives drive execution into the planning process. By linking strategic plans to initiatives, performance measures, and people, you can set clear priorities and tasks that employees can act on with confidence and purpose. Ultimately, you gain greater visibility into and control over the factors that affect your organization's performance, which leads to more agile execution.

As a midsize company, you need to be faster and more focused than your bigger competitors. The SAP® BusinessObjects™ Edge Strategy Management application helps you develop the business agility to quickly align resources and execute changing strategies to drive efficiency and profitability.



## Drive Strategic Execution into the Overall Planning Process

SAP BusinessObjects Edge Strategy Management addresses the needs of both the organization and individual stakeholders. It provides the tools you need to effectively communicate and manage strategic goals, initiatives, and key performance indicators (KPIs) – from initial definition to completed execution.

Because the software enables management to prioritize and weight initiatives based on their impact on strategic goals, employees know how to focus their daily actions. They are empowered to leverage their collective intelligence, work collaboratively toward a common mission, and understand exactly how they bring value to the business.

## Achieve Rapid Results with Small Implementations

You can deploy SAP BusinessObjects Edge Strategy Management in small implementations for immediate results. Smaller operational implementations allow your company to quickly develop a record of success, and then you can scale the application to other business units or across the company, if desired. If you deploy the application across your company, you can align corporate and operational strategies readily and gain complete visibility from a performance management perspective.

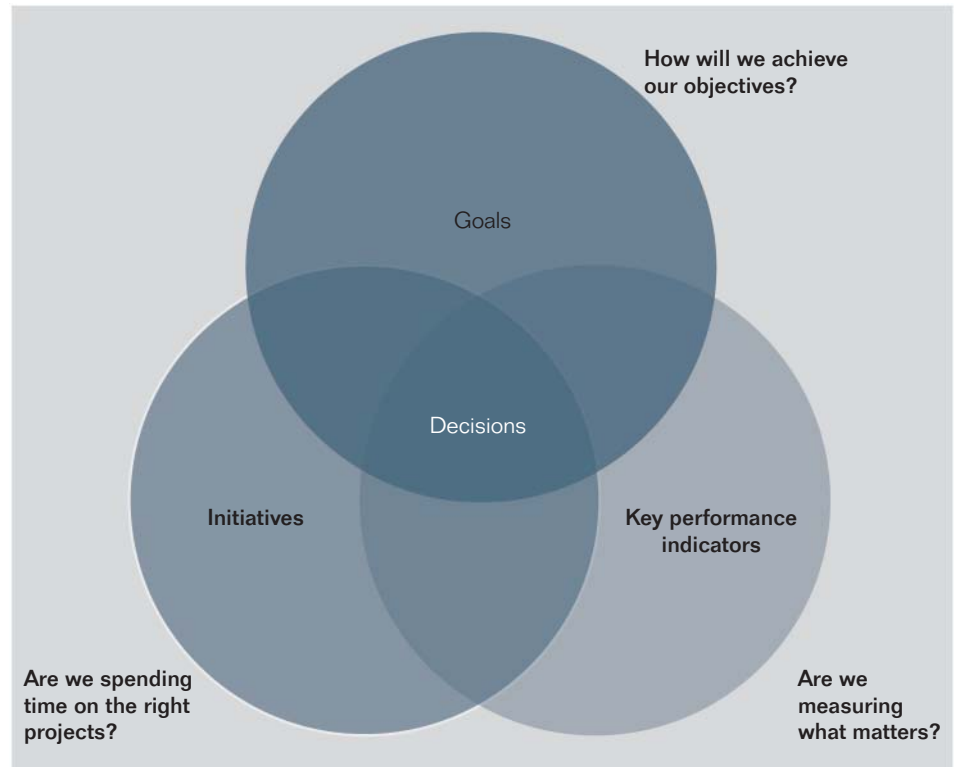
## Close the Gap Between Strategy and Execution

When used with the SAP BusinessObjects Edge Planning and Consolidation application, SAP BusinessObjects Edge Strategy Management can help you close the gap between strategy and execution. The figure shows what you can do with this innovative approach.

### Communicate Strategies and KPIs with Visuals

SAP BusinessObjects Edge Strategy Management supports the scorecard and monitoring process by transforming

written plans developed by senior leaders into living documents that you can use with employees to define, discuss, share, and update goals. These documents can include rich contextual visualizations that drive greater understanding of key objectives across your organization. For example, pathway diagrams depict the progressive stages and desired performance targets involved in realizing your organization's short-, medium-, and long-term visions. They help everyone understand the phases to determine which goals play primary roles and which goals must be prioritized.



Closing the Gap Between Strategy and Execution

### Foster Collaboration with Access to Role-Based Information

SAP BusinessObjects Edge Strategy Management makes performance-relevant data available in a contextually appropriate way. With secure, role-based access to data from across the organization and interdependency (fish-bone) diagrams, employees can better understand how their work affects, and is affected by, other stakeholders and departments. They can quickly measure ongoing progress toward their objectives, assess risk, and determine where efforts are most needed. This insight frees executives, managers, and analysts to spend more time executing on strategy and identifying new or more optimal opportunities for the business.

Giving everyone easier access to performance-related information increases transparency regarding activities under way in other departments and promotes greater collaboration. For example, your vice president of sales can give the director of marketing direct access to pipeline data, so they can work together on initiatives to meet revenue goals.

### Simplify Monitoring

Performance reports and operational reviews are part of every organization's activities and involve different audiences, ranging from staff to executives to external stakeholders. With SAP BusinessObjects Edge Strategy Management, information required to prepare for any type of operational review is centralized, consistent, and instantly available. With all the planning data in one system of record, employees

can consolidate and present relevant information and KPIs for their target audience in minutes. And because all reports are based on a single, trusted data source, concerns over data accuracy and validity are minimized.

### Key Benefits

With SAP BusinessObjects Edge Strategy Management, you can provide all users with an adaptable, long-term solution for visualizing, collaborating on, and managing performance for greater control – while maximizing efficiency. You can realize the following benefits:

- Company-wide adoption of strategy and alignment because of clear linking of strategic goals to specific initiatives, performance goals, and people through management scorecards and employee access
- Effective communication enabled by strong visualization techniques
- Greater employee accountability and cross-departmental collaboration, made possible by communication of strategic goals to all key stakeholders and access to personally relevant performance information
- Improved prioritization of resources and swifter responses to issues requiring correction, enabled by insight into dependencies between goals and initiatives and shifts in strategies and associated risk

SAP BusinessObjects Edge Strategy Management is part of the SAP BusinessObjects Edge solutions. With SAP BusinessObjects Edge Strategy Management, midsize companies can be-



By linking strategic plans to initiatives, performance measures, and people, you can set clear priorities and tasks that employees can act on with confidence and purpose.

come more agile, gaining organizational alignment, visibility, and greater confidence to give you optimal control and competitive advantage. Other SAP BusinessObjects Edge solutions include SAP BusinessObjects Edge Planning and Consolidation and SAP BusinessObjects Edge Business Intelligence software.

### For More Information

For more information about how you can benefit from SAP BusinessObjects Edge Strategy Management, contact your SAP representative or visit us online at [www.sap.com/solutions/sapbusinessobjects/sme/index.epx](http://www.sap.com/solutions/sapbusinessobjects/sme/index.epx).

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## Summary

Business agility means that everyone – from C-level executives to front-line workers – needs to execute on the changing business environment and the requisite changes to business plans. As a midsize company, agility is even more critical; you need to react quicker than your larger enterprise counterparts to survive and thrive. The SAP® BusinessObjects™ Edge Strategy Management application empowers business users at all levels to rapidly align resources to execute on strategies, understand the impact of daily decisions, and drive efficiency.

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## Business Challenges

- Close the gap between strategy and execution
- Cascade top-level objectives to all stakeholders in the organization
- Align and execute on goals and initiatives – with an understanding of how everyday decisions impact those goals and initiatives
- Monitor and report on progress, communicating changes as necessary
- Manage exceptions, interdependencies, and priorities
- Use solutions at a lower cost of ownership because of limited IT resources and smaller budgets

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## Key Features

- **Communication** – Transform written plans into living documents that can be used with employees to define, discuss, share, and update goals
- **Collaboration** – Motivate employees and encourage greater collaboration by making performance-relevant data available in a contextually appropriate, personalized way
- **Alignment** – Deploy resources more efficiently through an understanding of the objectives, risks, and relative importance of initiatives associated with strategic goals
- **Monitoring and measurement** – Show how the organization is performing and quickly assess areas requiring attention; then update plans and revise and realign resources appropriately

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## Business Benefits

- **Optimized performance** through greater organizational alignment and strategy adoption
- **Greater agility** through more effective collaboration, communication, and understanding of interdependencies, priorities, and risk
- **Improved visibility** into and control over the factors that affect your organization
- **More confidence in decisions and information** when everyone works off the same data and can react quickly to changing business needs

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## For More Information

Call your SAP representative or visit us online at

[www.sap.com/solutions/sapbusinessobjects/sme/edgeseries/edge-strategy-management/index.epx](http://www.sap.com/solutions/sapbusinessobjects/sme/edgeseries/edge-strategy-management/index.epx)

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