



SAS® Strategy Management

Improve performance and optimize value creation

What does SAS® Strategy Management do?

SAS® Strategy Management aligns the actions of an organization to optimize strategic outcomes. Organizations can define, plan, execute and validate strategies and goals by providing data integration, model development, reporting, collaboration and analysis tools with role-based security.

Why is SAS® Strategy Management important?

The ability for an organization to effectively execute a strategy is just as important as the strategy itself. Unlike dashboards, SAS Strategy Management brings strategy to life by visually depicting how objectives and metrics are connected, bringing accountability to everyone in the organization. Without the unique SAS capability to statistically validate what influences outcomes, organizations risk pursuing flawed strategies for months or even years longer than necessary – all at higher cost in terms of money, reputation and brand.

For whom is SAS® Strategy Management intended?

SAS Strategy Management can be used by any manager or employee to communicate strategy and monitor and improve performance. The collaborative environment helps employees document actions and expectations for improved governance and understanding, while managers identify problems easily with the aid of alerts and intelligent navigation. Analysts use the solution to validate and prove the original strategy – helping an organization self-correct and reduce risk.

An executive team starts with a strategy that they believe has validity and worth; but without using statistical analysis, it could take months or even years before a flaw is uncovered, leading to unnecessary losses or reduced profitability. When you can't prove whether a strategy is working and which metrics and objectives are truly important, you risk following a flawed strategy with an incomplete mix of metrics.

SAS Strategy Management uses facts, not your gut feel, so you can zero in on key issues fast with the power of analytics in an easy-to-use, point-and-click environment. SAS' reputation in reliable statistical analysis gives SAS customers the confidence they need to trust in their strategy and its execution.

Many organizations struggle to communicate how and why a strategy is effective. Providing timely feedback on objectives while communicating future opportunities and threats is integral for success in an interconnected enterprise. By identifying opportunities for collaboration, SAS Strategy Management aligns the actions of an organization to optimize strategy. SAS Strategy Management improves governance, focus and alignment of key initiatives and goals throughout an organization in real time by breaking down organizational silos that can inhibit effective strategy execution.

SAS diagrams, or strategy maps, help communicate relationships and flows in simple, easy-to-understand graphics. Whether you follow the traditional strategy map, workflows, geographical information, building

and department layouts or even risk-dependency diagrams, you can improve acceptance and relevance to individuals through information sharing.

SAS software's advanced capabilities enable designers to create compelling images, diagrams, hyperlinks and smart navigation that pull the user into the report, providing the information in context. The business-driven data reflects how the organization is measured and managed, not how the data is stored in a database. By providing the right data in the right format at the right time, SAS Strategy Management enables the relationship: data + context = business intelligence.

SAS goes beyond the traditional performance management silo of finance to offer and integrate business analytics solutions across an entire organization. Whether it is customer intelligence systems, supply chain, risk, fraud, warranty analysis or sustainability initiatives – SAS Strategy Management can act as a strategic portal that keeps everything in alignment.

SAS Strategy Management helps you improve performance, not just monitor it.

SAS is recognized by the IT analyst community as a visionary in performance management – particularly when it comes to advanced analytical approaches, strategy management, cost and profitability optimization.



Key Benefits

- **Improve governance, focus and alignment of key initiatives and goals.** SAS Strategy Management is used collaboratively to gain agreement, direction and priorities for the short, medium and long term. This understanding is then translated into the solution through a series of connected strategy maps, themes, objectives and metrics that will guide and align the strategic activities of an organization.
- **Quickly share fact-based information.** Managers can cascade information about current performance and overall strategy within their own teams, and then allocate the right mix of resources – people, money and technology – to achieve strategic goals regardless of the timeline.
- **Visually depict how objectives and metrics are connected.** Monitor performance and visually identify opportunities and threats through cause-and-effect strategy maps and diagrams. Automated alerts ensure actions are taken in a timely manner. Share feedback and commentary on results to improve understanding and document various actions and expectations.
- **Identify and quantify potential strategic flaws.** Apply embedded statistical routines with the solution to validate the strategy and perform ad hoc what-if analysis. Where necessary, update the strategy based upon the facts, and cascade to managers and employees.
- **Improve accuracy, consistency and timeliness of information.** Automate and schedule the extraction, cleansing and transformation of data used to populate the various metrics. SAS provides Web-based, manual data entry for metrics not currently captured electronically.

Solution Overview

Employ multiple strategy frameworks

Implement proven strategy frameworks or design your own in a point-and-click Web environment. Underlying technology makes it easy to create relationships, roll-ups, formulas and specialized visualization techniques in a Web environment to support virtually any strategy framework. Governance frameworks can also be used to track key risk indicators and controls.

To speed implementation, or to simply utilize a template to get started, SAS provides prebuilt industry-specific strategy frameworks. The frameworks include a library of metrics and key performance indicators (KPIs) organized hierarchically by function, and a prepopulated four-level balanced scorecard. Other framework components for industries such as banking, insurance and electric utilities include strategy maps and business flow diagrams for activities such as loan or claims processing.

Create and visualize strategy maps

Show how objectives, metrics and initiatives are connected in cause-and-effect diagrams. Design and lay out your entire strategy visually and dynamically during executive planning sessions.

Behind the scenes, the solution creates rule sets and hierarchies to reflect the relationships in various tables and views. Each object can be linked directly to an automated data source and each object can make use of traffic lights, alerts, flags and other related information defined in your strategy framework.

Add hyperlinks, launch analytical routines or use objects to navigate through multilayered reports. Create diagrams to depict strategy maps, workflows, geographical information, building and department layouts or even risk dependency diagrams. With comprehensive “drawing” capabilities, designers can work with layers, shapes, images, colors and gradients to make each diagram visually appealing, relevant and unique.

Enforce cascade management

Ensure that all objectives and metrics throughout an organization are dynamically linked and managed with appropriate security and audit measures. After defining an organization’s strategy, cascade it down to other operating units and allow them to map to existing objectives, themes and initiatives while personalizing to local needs.

To improve performance and optimize value creation, SAS® helps organizations:

Define: Formalize strategy and goals together with the relationships between objectives, key performance indicators and initiatives throughout an organization using strategy maps and diagrams.

Plan: Set targets, thresholds, priorities and weights associated with strategic objectives and metrics. Align individual, department and division strategies to support those of the organization.

Execute: Monitor progress toward targets and goals. Receive alerts that highlight and navigate to areas of underperformance. Visually depict impact between leading and lagging indicators, objectives and initiatives. Share feedback and commentary on results, plans and initiatives.

Validate: Prove that a strategy delivers expected results. Statistically quantify impact, priorities and relationships between objectives, metrics and initiatives. Perform what-if analysis to see how changes in performance affect various metrics and objectives.

SAS Strategy Management automatically creates rules to ensure that objects (reporting entities, objectives, metrics, etc.) cannot be deleted until all dependencies have been removed.

Security can limit who can see entire scorecards or specific objectives and metrics. Rules can be created for individuals or groups, and existing LDAP directories can be accessed to simplify the process.

Simplify data integration

Automate the collection of data to save time, improve quality and provide a solid data audit. For manual processes, use Web forms to capture data electronically. Automatically extract, transform and cleanse virtually any data, in any format, on any platform with ease. Once set up, the solution provides a complete audit of how data is used.

Schedule the collection of data to meet your needs – monthly, weekly or even daily. Powerful analytics identify suspect data to address quality issues before data is added to reports.

Use interactive dashboards, collaboration and alerts to communicate performance

Performance data is pervasively displayed throughout the system both numerically and textually. Navigate through hierarchical dashboards and strategy maps. Focus on hidden anomalies fast through flags and alerts. Share knowledge and collaborate by using notes and discussion threads. Create dials, sliders, meters or traffic lights to quickly analyze results.

Easily navigate to linked scorecards, strategy maps and diagrams or custom reports. Compare performance of multiple scorecards in a single view. Quickly identify objectives from child scorecards (through “flags”) that have failed to meet thresholds, even if the parent is showing strong progress.

Key Features

Strategy frameworks

- Design a custom framework in a point-and-click Web environment.
- Speed implementation with prebuilt industry frameworks, including KPIs and a balanced scorecard.
- Track key risk indicators and controls with governance frameworks.
- Supports: Balanced Scorecard, EFQM, Baldrige, Value Based Management, Six Sigma and others.

Strategy maps

- Cause-and-effect diagrams.
- Smart diagram functionality; use layers, shapes, images, colors and gradients.
- Rule sets and hierarchies.
- Direct object linking to data source.
- Traffic lights, alerts, flags and other related information.
- Hyperlinks to launch analytical routines.
- Navigation through multilayered reports.

Cascade management

- Strategy cascades to multiple operating units/levels.
- Hierarchies and roll-ups to aide navigation, audit and visualization of results.
- Multilevel security to limit who can see what.
- Group- and individual-specific rules; automatic rule creation.
- Access to existing LDAP directories.

Simplified data integration

- Extract, transform and cleanse virtually any data, in any format, on any platform.
- Complete audit of how data is used.
- Scheduled and customized collection of data.
- Identify suspect data to address quality issues.
- Capture manual data through Web forms.

Interactive dashboards, collaboration, alerts

- Use dials, sliders, meters or traffic lights.
- Access notes, trend charts or custom reports.
- View linked scorecards, strategy maps and diagrams or reports.
- Compare performance of children.
- Define thresholds and alerts that create flags, notes and e-mails.
- See comments for metrics and objectives with search function.

Strategy validation and analytics

- Perform correlation analysis.
- Simulate what-if scenarios in strategy maps.

No matter how deep in a hierarchy – get there in a couple of clicks. Add comments to metrics and objectives and search through comments or threads by subject or person.

Enable strategy validation and analytics

Apply point-and-click correlation analysis to prove relationships and test strategic hypotheses. Perform what-if scenarios to see how changes ripple through the strategy. Using correlation

analysis, prove and prioritize which metrics and objectives deliver the greatest impact on strategic outcomes. Reduce the metrics required to those that are truly important.

SAS® Strategy Management System Requirements

To learn more about SAS Strategy Management system requirements, download white papers, view screenshots and see other related material, please visit www.sas.com/strategy.

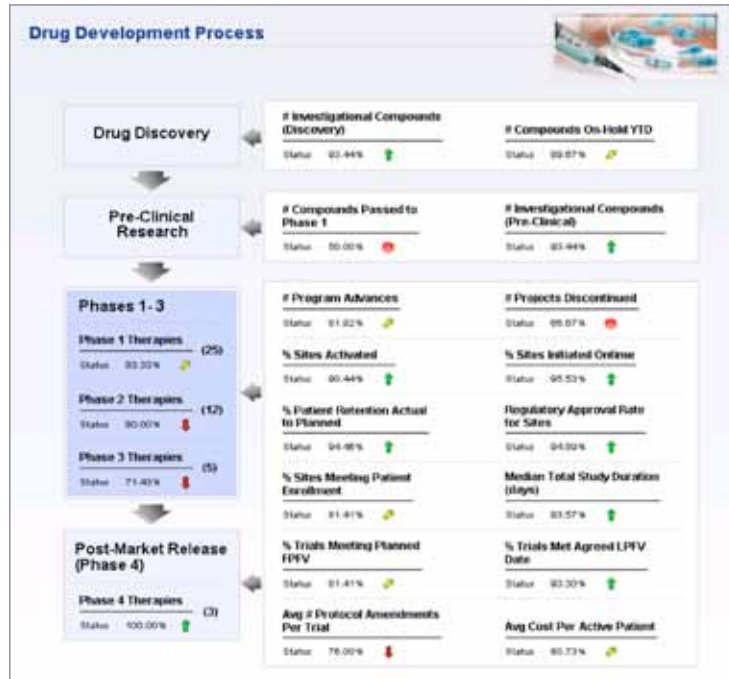


Figure 1. Link strategic and operational objectives with appropriate metrics from the prebuilt frameworks library for faster implementation and results.



Figure 2. Drag and drop multiple views of strategy content to analyze trends dynamically and explore performance progress to ensure all objectives are met.