

Contents

1	Management Challenges in Dynamic Business Environments	1
1.1	Increased Complexity	4
1.2	Timely Decision and Execution	7
1.3	The Challenges with Strategy Execution	10
1.3.1	Strategy Execution Effectiveness Survey Results	14
1.3.2	Strategy Barrier	18
1.3.3	Management Barrier	19
1.3.4	IT Barrier	21
2	The Strategic Alignment Process	25
2.1	World of Strategic Business Intelligence	26
2.1.1	Business Perspective	28
2.1.2	IT Perspective	32
2.2	New Tools and Philosophies for Managers	40
2.2.1	Business Intelligence	40
2.2.2	Management by Objectives 2.0	43
2.2.3	Strategic Alignment Remote Control	47
3	Preparation for Strategy Execution	51
3.1	Strategy Formulation	51
3.1.1	Functions and Attributes of Strategy	56
3.1.2	Coordination and Alignment	59
3.1.3	Emergent Strategies	60
3.2	Definition of KPIs	62
3.2.1	The Value Scorecard	65
3.2.2	Use of KPIs for Strategy Execution	70
3.2.3	Effective Use of KPIs	77
3.3	Tracking KPIs and the Need for Business Intelligence	79
3.3.1	Value of Information	80
3.3.2	Business Intelligence	88

4	Strategy Execution	103
4.1	Analyze	103
4.1.1	Past Analytics for Continuous Learning	105
4.1.2	Current Analytics for Strategy Alignment	108
4.1.3	Future Analytics for Strategy Creation	110
4.2	Decide	112
4.3	Act	120
5	Outlook	123
5.1	Innovation Adoption	123
5.1.1	Business Intelligence Maturity	128
5.1.2	Business Intelligence Return on Investment	129
5.2	Limitations to Analytics	131
5.3	Performance Culture	131
5.4	What Next?	135
6	Case Studies	137
6.1	Tetra Pak's Journey to Business Intelligence Maturity	138
6.1.1	Introduction	138
6.1.2	BI Maturity Model	140
6.1.3	Tetra Pak	141
6.1.4	Conclusion	147
6.2	Improvement in After Sales Support via Remote-Service at Daimler AG	148
6.2.1	Introduction	148
6.2.2	The After Sales Division at Daimler	149
6.2.3	Measuring the Improvement of the Customer Experience	149
6.2.4	Enabling a Solution for the After-Sales Support via Remote-Service	150
6.2.5	The Service Process	151
6.2.6	Productivity Improvements via Remote-Services	152
6.2.7	Conclusion	153
6.3	Implementing a Balanced Scorecard to Improve the Performance of Public Administration: The Case of the City Aix Les Bains and Its Social Cohesion Policy	155
6.3.1	Introduction	155
6.3.2	The Implementation Approach	157
6.3.3	The Use of the Balanced Scorecard to Define and Execute the Social Cohesion Policy in Aix-les-Bains	159
6.3.4	Strategy Map of Social Cohesion Including the Five Pillars of Excellence	161
6.3.5	Results	163
6.3.6	Summary	165

6.4 Improving Strategic Alignment with CRM and Analytics at Würth: Excellence in Sales 167

6.4.1 Introduction 168

6.4.2 Würth Company Profile 168

6.4.3 Market Environment and Business Strategy 169

6.4.4 Objectives of the CRM Initiative 170

6.4.5 CRM for Sales Force, Sales Service and Telesales 172

6.4.6 Centralized View upon Customer Information 172

6.4.7 Enhancement of Field Force Efficiency and Customer Service 173

6.4.8 Automatic Creation of Call Lists for Telesales 173

6.4.9 Effective Reporting of All Data 173

6.4.10 Consulting and Implementation Approach 175

6.4.11 Conclusion and Perspectives 176

6.5 How Business Intelligence Is Leveraged at the Federal Employment Agency of Germany to Increase the Effectiveness of Activities to Prevent and Reduce the Duration of Unemployment . . . 176

6.5.1 Introduction to the Federal Employment Agency 177

6.5.2 Use of BI-Tools Within the BA 178

6.5.3 The Governance Control of the BA 178

6.5.4 Key Performance Indicators as Parameter to Determine Strategic Direction 179

6.5.5 Professional Use of BI-Tools 183

6.5.6 The Data Warehouse 184

6.5.7 The Architecture of the Data Warehouse 184

6.5.8 Modeling and Realization of Controlling Indicators 185

6.5.9 Operation of the Data Warehouse 186

6.5.10 Availability of Data 187

6.5.11 Conclusion and Outlook 187

6.6 Development of an Operational Reporting Platform at Giesecke & Devrient to Enable Quicker, Better-Informed Decision Making 187

6.6.1 Introduction 188

6.6.2 Current Situation and Issues 189

6.6.3 Business Process Design with Business Use Cases 190

6.6.4 Reporting Governance 191

6.6.5 Data Warehouse Structures and Dimensions 193

6.6.6 Conclusion 195

6.7 Midwest Bell’s Execution of a Hidden Strategy Causing Conflict of Interest and Resistance 197

6.7.1 Introduction 197

6.7.2 Promoted Through the Ranks 198

6.7.3 The Company 200

6.7.4 January 202

6.7.5 February 202

6.7.6	March	203
6.7.7	April	204
6.7.8	May	205
6.7.9	June	207
6.7.10	July	208
6.7.11	August	209
6.7.12	Program Effort Rejuvenated	211
About the Authors		213
Glossary		217
Bibliography		223
Index		233