



Emagineering: Establishing Corporate Strategy with Collaboration and Discipline

Setting and Executing Strategy in a Complex World

The role of Chief Strategy Officer (CSO) has become extremely critical for ensuring both short-term and long-term enterprise success. Recommending a winning strategy which the organization is capable of successfully deploying can lead to many years of above average growth and profitability. Most CEOs have managed the strategy process during their careers and are now depending on their CSO to provide superior support in this vital area.

Strategy setting is extreme business gamesmanship. An organization's CSO must outthink and outmaneuver other CSOs employed at numerous competitors. But strategy setting is no mere game – the stakes are enormous in terms of corporate viability, investor returns and employee job security. Every senior corporate executive can rattle off the list of companies that floundered or failed after staying too long with a formerly winning strategy.

Two new challenges have made strategy setting in the twenty-first century more difficult than ever.

First, CSOs now must assess their organizations' strategy-execution capabilities and potential deployment risks for each initiative recommendation. Not only is the CSO responsible for proposing strategies, he/she is also accountable for monitoring execution and warning senior management of unforeseen roadblocks.

Second, the global business world is more complex today than in the past. CSOs never know which strategic planning issues will become extremely urgent at any time. As a result, obtaining accurate analysis that can be relied upon is more difficult than ever. And to make CSOs' jobs even more difficult, the Internet allows their staffs to collect an overwhelming number of contradictory opinions on any subject.

Emagineering: The Right Software Solution for Setting Strategy the Right Way

Establishing and updating strategy is a people-to-people process. It requires many meetings, especially with the CEO, followed by communications with those that did not attend. The final reports resulting from excellent staff analysis and planning sessions are based on group efforts.

Strategic planning, even within the most well-known consulting firms, is a low-tech process. Today's strategists typically use technologies such as email, MS Office, Internet-based research, and, possibly, a groupware product. The problem is that these technologies were designed to support ad hoc processes – the lowest level of sophistication on the Berkeley Process Maturity Model. (To learn more about the Berkeley Process Maturity Model and visit its Web site, [click here](#).) To improve the sophistication of strategy planning and execution monitoring, CSOs need more sophisticated technology tools.

Emagineering is the only software available for CSOs which will assist them in increasing the maturity of their planning processes, allow them to provide guidance and leadership during the execution phases of the strategic initiatives they have recommended, and continuously keep the CEO engaged as a proactive leader. Without these capabilities, today's CSOs will be unable to consistently meet the requirements of their office for delivering high-quality strategy support to their CEOs.

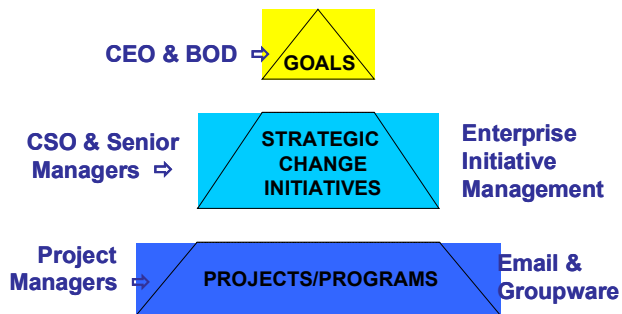
Enterprise Initiative Management: The Art of Strategy

Emagineering fulfills the unmet need for role-based collaboration and issue resolution among senior executives within an enterprise. The CEO and Board of Directors set high-level goals in formal meetings. Task forces headed by project managers carry out short-term assignments using desktop

tools. However, the CSO and senior executives who must define new strategic initiatives and operational goals lack the appropriate information systems to support their activities. As a result, it takes way too long and costs far too much to translate strategic visions into actionable projects.

Just as significantly, when projects run into trouble, project team members have limited ability to brief the CSO about their problems and ask for help. No wonder there is so much reluctance among company executives to volunteer for those change projects whose successes are essential for the future vitality of the enterprise!

Emagineering solves all these problems and more.



Critical Success Factor: Disciplined Collaboration by Many over Time

The Strategy Planning Office is traditionally the source for proactive enterprise change. But it is a staff function that depends upon the cooperation of others to accomplish its mission.

Emagineering supports the activities necessary to formalize the collaborative strategy-setting process – gathering facts, developing scenarios, testing potential recommendations. At the same time, it gives recognition to the constructive contributions of the best minds throughout the organization. Emagineering includes a virtual workspace where executives located anywhere in the world can exchange ideas, contribute wisdom, make suggestions, and review analyses and background information.

Emagineering is not a mere chat room. Rather, Emagineering enforces a disciplined methodology for driving issues to resolution. Best issue-resolution practices embodied within Emagineering include setting deadlines, designating decision makers, and establishing workflow review and approval processes.

Emagineering is built upon the foundation of a secure, enterprise-level document management system. All current and past learning can be accessed and retrieved using Emagineering's comprehensive, full-text search capabilities. This is

critical for the Strategy Planning Office – strategy analysts do not have to reacquire the same information every few planning cycles.

Emagineering provides the high level of security that CSOs must maintain. If an initiative is designated as "Private," only a limited number of authorized individuals will even know it exists. On the other hand, "Public" initiatives can be established to encourage contributions from all authorized users. The CSO can designate any number of roles within Emagineering, including the powerful "Anonymous Contributor," and assign each role the appropriate rights and privileges.

Emagineering was designed for executive-ease-of-use and IT-ease-of-deployment. Any executive that can use email and order a book through the Internet will be able to fully participate in an Emagineering initiative. Since Emagineering is a Web Service application, it is available to all executives through their Microsoft Internet Explorer Web browser – no Emagineering-specific software needs to be loaded onto an individual user's PC.

Finally, Emagineering generates the executive-level reports CSOs need to monitor the planning and deployment of the strategic initiatives for which they are responsible.

The Obian Challenge

Emagineering is all about constructive change for advancing the strategy planning process within your enterprise. Users tell their peers that Emagineering is "Unique," "Sophisticated," and "The software I always needed, but never thought would be developed." One reviewer went as far as describing Emagineering in a business article as, "McKinsey-in-a-box!"

CSOs who are committed to initiating positive changes within their enterprises will recognize how Emagineering can advance and mature their own strategy planning process. They will quickly appreciate how Emagineering can help senior executives lead corporate initiatives and drive strategic vision deep into the organization.

For CSOs who want to use Emagineering to meet the new challenges they are facing, Obian is prepared to provide a comprehensive proof of concept. We will work with your team to create and populate your own private initiative within Emagineering and let you run it on our server. Just [click here](#) and email us your name and phone number. We are confident that you will quickly agree Emagineering does everything we say it does – and more!