

# The cost to deploy a Strategy Execution platform



As the importance of world-class Strategy Execution becomes more widely acknowledged, traditional tools are coming into question, and in their place is the rise of the Strategy Execution platform. This guide explores the costs associated with deploying such a system, and the elements which go into making a successful launch and adoption for your organisation.

**Contents**

Introduction ..... 3

Not all projects are the same..... 4

So, what is a Strategy Execution platform? ..... 5

How are Strategy Execution platforms deployed?..... 6

What is the software licencing model?..... 7

What will the software cost? ..... 8

Is the cost inclusive?..... 8

How big is the project to implement a Strategy Execution platform? ..... 9

The 5 steps to successful implementation..... 10

Effort required – What size team do you need? ..... 11

Integration..... 12

Your i-nexus implementation team..... 13

Next steps..... 14

How to reach us..... 14

# Introduction

We work with many senior leaders from large organisations worldwide who have recognised that they must consider investing in a Strategy Execution software platform to help guarantee the successful deployment and execution of their strategic initiatives. By the very nature of your reading this, you count yourself in that category.

Executing strategy has occurred for millennia and formal methodologies such as Hoshin Kanri, OGSM, Balanced Scorecard and many others have helped organisations grow since the 1950s. The reality in our global, fast-paced digital world is that unless an organisation evolves beyond using stand alone tools - MS Excel, MS Project and email to deploy, cascade and performance manage their strategy execution – it gets lost in the noise of the modern matrix workplace.

Many strategy leaders recognise that there must be a better way to do it...

Indeed, traditional processes, technologies and approaches are not working, but where to start? No organisation needs another well-meaning but potentially pointless technology project that takes years to achieve the planned outcome. Equally, they need to be informed of the potential investment and timeframe to success of any such project.

This is your guide to the cost of deploying a Strategy Execution platform and the elements which go into making a successful launch and adoption for your organisation.



# Not all projects are the same...

As with all significant global enterprise software projects, there are a myriad of elements which influence the investment and timeframe for the successful deployment of a Strategy Execution platform.

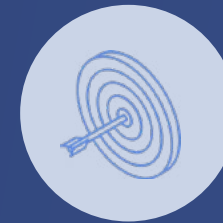
These include the scale of the organisation (headcount, type of business, geographies, etc), the relative maturity of this organisation in terms of strategy execution and their ability to accept change, and finally the genuine buy-in of the CXO leadership team.

Whilst there are clear differences from a 500-person, single country manufacturing business to a global enterprise with 100,000+ employees and operations in 50+ countries, there are also many common processes and approaches where the difference is simply scale which is solved by training and change management approaches.

The following is designed to address the 80% of our market which is loosely defined as the top 5,000 enterprises worldwide who are strategy mature.

## ❓ What do we mean by strategy mature?

A strategy mature organisation is one that has invested in a level of people and process to control and protect the delivery of their strategic goals. This is often managed through a small, dedicated team but relies on the contribution of the broader work force. The organisation will have a set of annual and monthly processes, often based upon a well-established methodology such as 4DX, Balanced Scorecard etc.



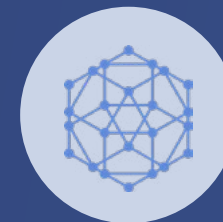
### Scope

What level of goal is being addressed and how challenging is it to the current business model?



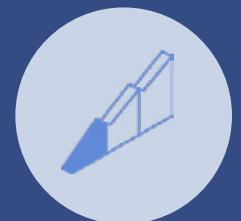
### Scale

To what level of the workforce does that goal need to be cascaded to, and how many people are contributing?



### Complexity

What is the degree of complexity - geographic, matrix org structure, cross functional initiatives and benefit cases?



### Maturity

What is the current level of people and process you're investing in and managing to an appropriate level of rigour?

# So, what is a Strategy Execution platform?

A Strategy Execution platform is a specialised software solution that allows large, global enterprises to manage the complete design, cascade and management of their strategic plans; and, critically, provides insight and early warning when the execution of strategy is not going to plan.

**i-nexus provides a means to safeguard the delivery of your strategic goals through the following key sources of value:**



## Clarity

Definition and cascade of goals to deliver the strategic objectives



## Progress

Plan and manage the delivery of change and improvement to deliver your strategic objectives with rigour



## Results

Follow up relentlessly

**Broadly, a Strategy Execution platform will enable your organisation to:**

- Distil its full strategic plan into all its actionable, constituent components
- Cascade the actions to the thousands of people and locations worldwide through a simple device agnostic interface
- Automate the heart-beat of your execution governance, managing both the chasing of information updates and the subsequent consolidation management
- Facilitate rapid and informed decision making on exception management and course correction at each level of the cascade
- Provide a mobile-first solution allowing real-time tracking and risk mitigation
- Act as the real-time Strategy Execution cockpit enabling leaders to monitor progress and expected shifts in KPI performance

**How i-nexus supports Strategy Execution**

i-nexus is a web-based enterprise platform provided as a SaaS solution (Software as a Service), that becomes the central, driving component within your organisation for the deployment and performance management of your strategic goals.



## How are Strategy Execution platforms deployed?

The i-nexus Strategy Execution platform is an enterprise grade web-based software, deployed in the cloud as a Software as a Service (SaaS) solution. i-nexus is therefore purchased and delivered as a web 'service' over the internet.

It uses a secure and trusted 3-tier network architecture including full encryption, data backup and contingency planning. The solution also boasts a 3+ year run of 99.99% uptime. The i-nexus team provide all maintenance and upgrade services, with all clients simply needing the latest version of Microsoft Edge, Mozilla Firefox or Google Chrome web browser to access the solution.

It truly is that accessible for a user.



# What is the software licencing model?

i-nexus is licenced based upon usage of the software. Simply put, that means how deep into your organisation the solution is used and how widely it will be deployed across the business. This is then overlaid by organisation scale – the larger the organisation, the higher licence cost per level.

Organisation	1 Business Unit	2-3 Business Units	Entire Organisation
Up to 3 layers	Initial starting point	Expanding executive level Strategy Execution	Complete executive level Strategy Execution
Up to 4-5 layers	Expanding Strategy Execution to larger audience	Growth through business units and organisation levels	Maturing deployment across business units and organisations
Entire Organisation	Complete Strategy Execution to entire business unit	Complete Strategy Execution to multiple business units	Full company wide deployment

● Crawl     
 ● Walk     
 ● Run

## Why licence based on usage?

We are passionate about safeguarding your Strategy Execution, and doing so in an efficient, effective way. That’s why we have moved away from the old concept of licencing software by the number of users, as this is counterintuitive to your goals.

Typically, organisations want to limit the number of licences if there is a cost associated with each user, yet for Strategy Execution to work via cascading goals and initiatives, it requires a vast number of users.

## The Crawl-Walk-Run matrix

Simplified, we apply a crawl-walk-run approach to licencing of the i-nexus platform, ensuring that you only licence the system for what your organisation needs, and providing the scalability to increase as and when needed.

## How does this approach benefit you?

The benefit with this software licence model is that the focus isn’t on counting and managing user volumes, but more so ensuring maximum benefit is gained by using the platform.

*“An effective strategy is organisationally comprehensive, with people across and up and down the company engaged.”*

**Johan Aurik, Martin Fabel, Gillis Jonk, (2015)**

It is worth noting that most organisations consider the deployment of a Strategy Execution platform as being a multiple year journey, starting at the top left quadrant and then being deployed as the organisation matures, adopts the platform and importantly can quantify the benefit.

# What will the software cost?

Whilst there are too many variables to include every single specific option and variable to provide an accurate software cost, our average client starting in year 1 and deploying into one business unit and down to 3-organisational layers will spend somewhere between £50,000 (USD\$65,000) and £80,000 (USD\$105,000) per year on software licence costs depending upon the size of their organisation.



As the deployment of i-nexus expands throughout an organisation (all business units) and is cascaded down to the manager level, the annual software costs can grow to between £250,000 (USD\$330,000) and £1 million (USD\$1,300,000) per annum.

## Is the cost inclusive?

The annual software cost of the i-nexus platform is all inclusive, which means we include:

- ✓ SaaS technology hosting
- ✓ All software upgrades
- ✓ Data backups
- ✓ Security
- ✓ Encryption
- ✓ Data protection

Fundamentally, the deployment of a Strategy Execution platform such as i-nexus is about safeguarding your organisation's long-term strategy which is often measured in the hundreds of millions or billions.

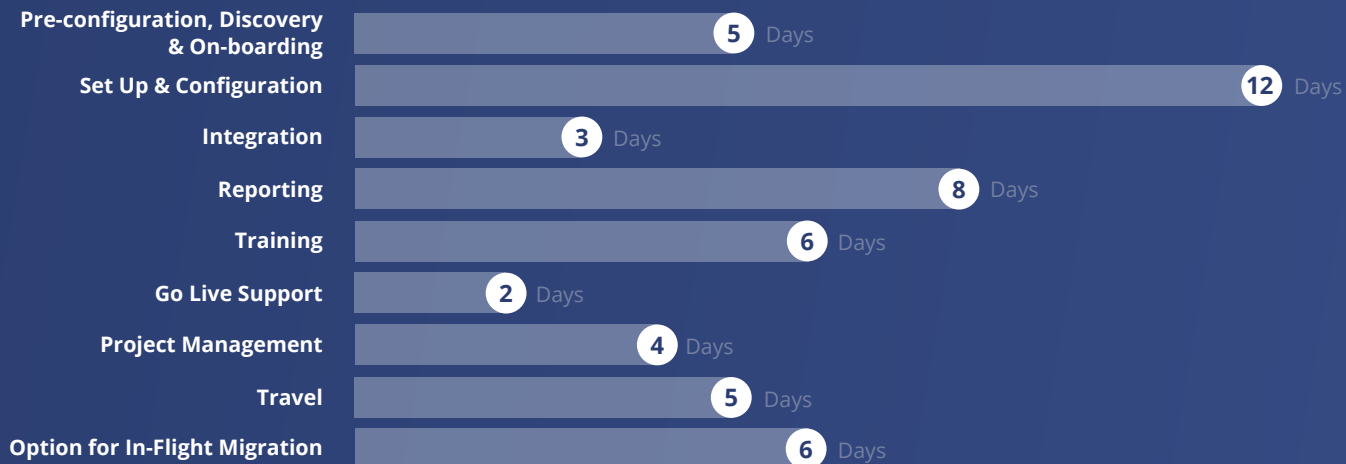
*"[strategy execution] is the most valuable asset we have, even though it doesn't appear on the balance sheet"*

**CEO, Danaher Corporation**



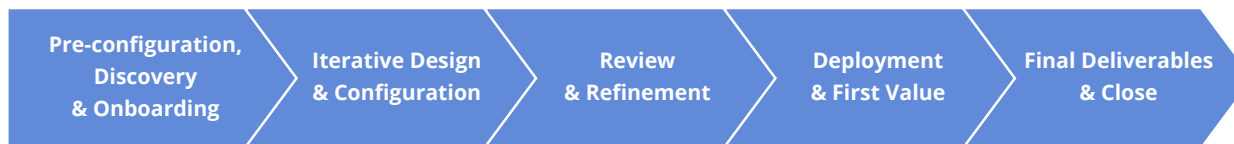
# How big is the project to implement a Strategy Execution platform?

Whilst there are many variables which influence the consulting effort involved in deploying a Strategy Execution platform, including scale of the organisation, maturity of Strategy Execution processes, size of team involved etc., there are also many standard elements. Typically, implementation can include the following, as shown by the number of days for each line.



Critically, i-nexus can be deployed for 80% of our clients within a 3-month timeframe, from contract execution to the platform being fully operational. We often find our clients evolve their ways of working over a period of months or annual planning cycles and the journey to full adoption of the i-nexus platform across the entire organisation runs in step to this desired evolution.

### The 5 steps to successful implementation



As with all SaaS enterprise software solutions, i-nexus has a proven implementation methodology which takes our clients through a process from initial planning, requirements gathering and system build to integration, testing and go-live.

The Services team deploy to a 5-step method designed with flexibility and speed to value firmly in mind.

Every software project is quickly under pressure to prove value.

The i-nexus method focuses on achieving initial go-live within a maximum 90 days, with non-essential reporting and integration elements following as we support you through your first monthly review cycles.

The overall process lasts between 90 and 150 days from initiation to handover.



### Keeping it simple

We have learned through many deployments that enthusiasm for i-nexus can easily lead to over-engineering which almost always comes at the expense of user adoption.

The team work hard to deliver the requirements of the management team whilst protecting the simplicity and ease of use of the resulting configuration.

The 5-step plan is designed to deliver you a level of iteration, reflection and road-testing to get it right.

# Effort required – What size team do you need?

As with all software projects, the deployment of i-nexus requires a committed, capable and empowered client-side team to ensure the solution is properly configured, integrated and ultimately fit-for-purpose.

## A typical client-side implementation team will include:



**A project manager** to work with the i-nexus team, attend meetings, make decisions and co-ordinate internal communications and resources. The selected resource should allow at least 0.5 FTE for the duration of the project.



**A project sponsor** to attend weekly meetings, authorise key decisions and act as point of escalation for any issues.



**An IT contact** to work with us to set up integration and Single Sign On elements.



**3 or 4 expert users** to engage in the deployment. These users would be expected to represent any special interests, attend discovery (2 days) and road test the system prior to full go-live.

# Integration

As with all technology solutions, i-nexus should not live in isolation from existing useful data sets and it makes sense to ensure already captured data is seamlessly available from within the i-nexus platform. Historically, the integration of technology software solutions meant months of effort and significant cost. Not with i-nexus.

The reality for most of our deployments is that we integrate either into a single 'data lake' or 'data cube' where a client stores all data for simple integration or we develop point-to-point integration between key systems – ERP, retail, manufacturing, logistics and others.

Our modern-day rule of thumb is an allowance of 2-4 days per integration for development, with the numbers increasing significantly if we need to develop a large number of integration points.

Overall, our experience suggests an allowance of 5-15 days of effort is required for most organisations.

# Your i-nexus implementation team

To round-out the deployment experience, i-nexus assembles a dedicated team to guide your on-boarding and adoption. The team consist of the right blend of project management, analysis, configuration, business intelligence, integration and training capabilities to ensure your success.

## That team is made up of the following:

### Outcome Consultant

- Senior resource to safeguard long term deployment of i-nexus
- Ensure streamlined, simple and rapid deployment
- Ensure success criteria met
- Consult on business process design decisions and application of the software
- Review forward roadmap of adoption

### Implementation Manager

- Co-ordinate delivery, configuration, testing & training aspects of the plan
- Work with client counterpart PM/PMO to manage communication for the project team and wider stakeholder group
- Run weekly review meetings
- Maintain the schedule and AID log
- Deliver the project plan on time on budget

### BI & Integration Developers

- Create & adapt data views & reports
- All reports delivered in i-nexus or Tableau BI tools
- Integrate i-nexus data with key systems (push & pull)
- Migrate in-flight data

### Our Implementation Managers and Outcome

**Consultants** will be with you, in your locations, ensuring that the software is implemented in a way that balances your ambition with the reality of your current ways of working.

End to end, you'll be provided with the right support to ensure that your Strategy Execution is safeguarded with the help of a world class system, and the intellect, resource and can-do attitude to make your deployment a success.

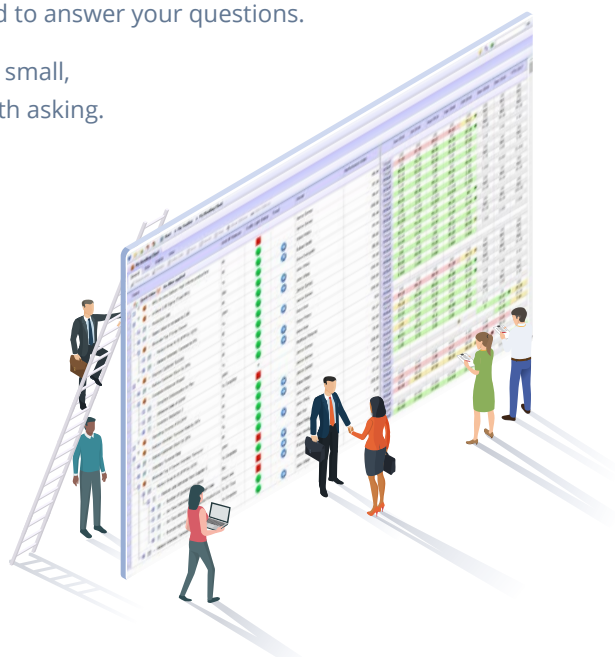
# Next steps

The i-nexus Strategy Execution platform can be deployed within 3-months from contract execution, for a typical 1st year investment of between £100,000 - £200,000 depending upon scale of organisation.

This guide has set out to answer some of the most common questions we are faced with implementing the i-nexus solution, however it doesn't have all the answers.

Our team are on hand to answer your questions.

No matter how big or small, every question is worth asking.



## Want to learn more?

Continue your journey with i-nexus with these hand-picked resources:

**[The key to Strategy Execution](#)**

**[Strategy Execution briefing](#)**

**[Book a personalised demo of the i-nexus Strategy Execution platform](#)**

## How to reach us

To get in touch with any questions, reach out to the team via the below channels:

**Email:** [info@i-nexus.com](mailto:info@i-nexus.com)

**Web:** [www.i-nexus.com/contact-us](http://www.i-nexus.com/contact-us)

**Phone:** UK: +44 (0)845 607 0061 | USA: +1 855 615 1589

# About i-nexus

i-nexus is the leading provider of Strategy Execution solutions, helping over 50 of the 'Global 5,000' to turn their strategy into operational reality.

Global leaders turn to i-nexus to translate strategy into goals and goals into action, while continuously measuring and refining both their performance in Execution and business outcomes.

## i-nexus key stats

- Over 50,000 global i-nexus users
- Global operations with teams in North America, Europe and the UK
- Over 500,000 programmes and projects managed using i-nexus solutions
- Annual £2M invested in Research & Development
- \$7bn cumulative value generated for customers through effective Strategy Execution
- Raised £10m of investment to fund growth via its IPO in June 2018 on the London Stock Exchange



To get in touch with any questions, reach out to the team via the below channels:

Email: [info@i-nexus.com](mailto:info@i-nexus.com)

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