LEADERS 2020

SMB leaders must take decisive action to meet digital demands

Companies of all sizes, including small and midsize businesses (SMBs), are struggling to update leadership for the digital economy. But one group of companies—we call them Digital Leaders—have more advanced leadership strategies and are seeing big payoffs as a result.

**Digital Leaders Have Streamlined Decision-Making**

- SMB employees: 54%
- SMB executives: 49%
- Digital Leaders: 75%

**Employee Engagement Is Lower at SMBs**

- SMBs: 52%
- Overall sample: 56%
- Digital Leaders: 75%

**Diversity Is a Work in Progress**

- SMB executives: 51%
- All executives: 67%

For more information about the results of the study, read our paper, “The next-generation executive: Leadership matters for SMBs.”

To learn more, visit: www.sap.com/smb

Oxford Economics and SAP recently surveyed more than 4,100 employees and senior executives from a range of industries around the world, including more than 1,000 from SMBs with between $250 m and $500 m in revenue. Here are some highlights from our analysis:

**Embrace Digital Technologies**
- Execute on a company-wide digital vision
- Embed technology in all aspects of the organization

**Streamline Decision Making**
- Decisions can be mapped directly to company strategy
- Decision-making is distributed across the organization

**Flatten the Organization**
- The company is able to adapt to decisions made in real time

**Build a Digital Workforce**
- Diversity among the general workforce has increased over the past three years

**Leadership Recognizes the Value of Diversity**
- Leadership has had a positive impact on culture and financial performance

Digital Leaders are more likely to have established effective diversity programs, and to have seen a positive impact on culture and financial performance as a result.