

This newsletter focuses on business solutions for growing businesses and was developed in conjunction with SAP.

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**Inc.****SAP** Business  
ByDesign™

&gt; VOLUME 1

# GROWTH BY DESIGN

## WELCOME TO GROWTH BY DESIGN

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At SAP, we're proud to be the world's leading provider of business software, delivering products and services that help accelerate business innovation for our customers. And of the more than 95,000 customers we serve, over 70,500 are small businesses and mid-sized companies just like yours. Our vision is for companies of *all* sizes is to become best-run businesses. In today's challenging business environment, that means having clarity across all aspects of the business, which allows for increased insight, efficiency, and flexibility. Growth isn't always easy, but SAP can provide the solutions to help you succeed.

To that end, we've introduced *Growth By Design*, a collaboration between SAP and *Inc.* magazine. It's an e-newsletter designed to offer best-practice management content and show you how you can grow your company by using SAP® Business ByDesign™, a solution developed specifically to meet the requirements of small and mid-sized businesses.

Our goal is to provide articles and content that resonates with you; to have you view your own challenges in these pages. By covering a range of issues directly supported by SAP Business ByDesign—including financial management, project management, supply-chain management, customer-relationship management, human-resources management, and more—in an objective forum, we offer more than just a sales pitch. We want to provide you with *real* value in the form of information that can help optimize your operations.

I hope you find the information valuable. Please share your comments and feedback about what type of content would you like to see in future issues of *Growth By Design*? E-mail your thoughts, suggestions, and ideas to [GrowthByDesign@inc.com](mailto:GrowthByDesign@inc.com). By covering the topics that matter to you, we can make this publication more relevant and, ultimately, work harder for you.

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**Digging Deeper into Cash Flow**

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## SIGN UP TODAY

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**SAP'S GROWTH BY  
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LAUNCHING IN MAY 2010

Thanks for reading,

Mark Oakey  
Vice President  
SAP

## Digging Deeper into Cash Flow



*How a cash-flow-sensitivity analysis can help you prepare for any eventuality.*

Contrary to conventional wisdom, "people have it wrong when they say 'cash is king,'" asserts Scott Berger, tax principal with Kaufman Rossin & Co., a half-century-old accounting firm in Miami. "Managing cash is king today."

Experts say one positive aspect of the economic downturn is that small and midsize companies are starting to perform detailed cash-flow analyses, giving them the ability to anticipate and react to cash shortfalls faster. "When cash is flowing in, you don't have to plan that much," Berger points out. "Now you do."

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## 6 Keys to Channel Expansion



*This may be a better time to move into new channels than you think.*

A difficult economic environment can present a great time to expand your business. "There is less slack in the system and less loose money lying around," says Rita Gunther McGrath, an associate professor at Columbia Business School and author of Discovery Driven Growth. "But the positive is that customers' normal behavior has been shaken up, which creates a lot of opportunities if you act smartly."

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## Linking Faster Order Fulfillment to Customer Satisfaction



*Real-time inventory management can improve a wide range of processes.*

Even with millions of components moving through its systems, Wellborn Cabinets, a 50-year-old cabinetmaker, gets the right component to the right dealer 99.9% of the time. This impressive rate of fast, accurate order fulfillment stems in part from an integrated system that removes errors. The company tracks all material through its plants by bar codes and puts up displays measuring how well workers are meeting fulfillment goals. When first instituted, those metrics resulted in an immediate 20% boost in worker productivity.

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## Success ByDesign Profile: Skullcandy



*A head(set) for savvy branding and expansion.*

For some people, opportunity knocks. In Rick Alden's case, it was sent to voicemail.

Alden missed an important cell-phone call while sitting on a ski lift in Utah because he couldn't hear the ring through his MP3 headphone. Then he noticed the same thing happen to people traveling by train and subway in Tokyo and London.

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