

Ready, Set, Grow: A Workday GO Guidebook for SMBs

Advice from the world's
fastest-growing companies.



“**The Vitality Code**” provides small and midsize businesses with a practical guidebook developed by the Boston Consulting Group (BCG) after nearly a decade of research behind the Fortune Future 50. In the “Vitality Code Playbook” report we’ve built upon the BCG framework by interviewing members of the Fortune Future 50 and other SMBs to learn their best practices across strategy, technology, people, and culture. Use this guidebook to turbocharge your growth journey with Workday.

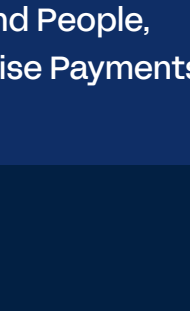
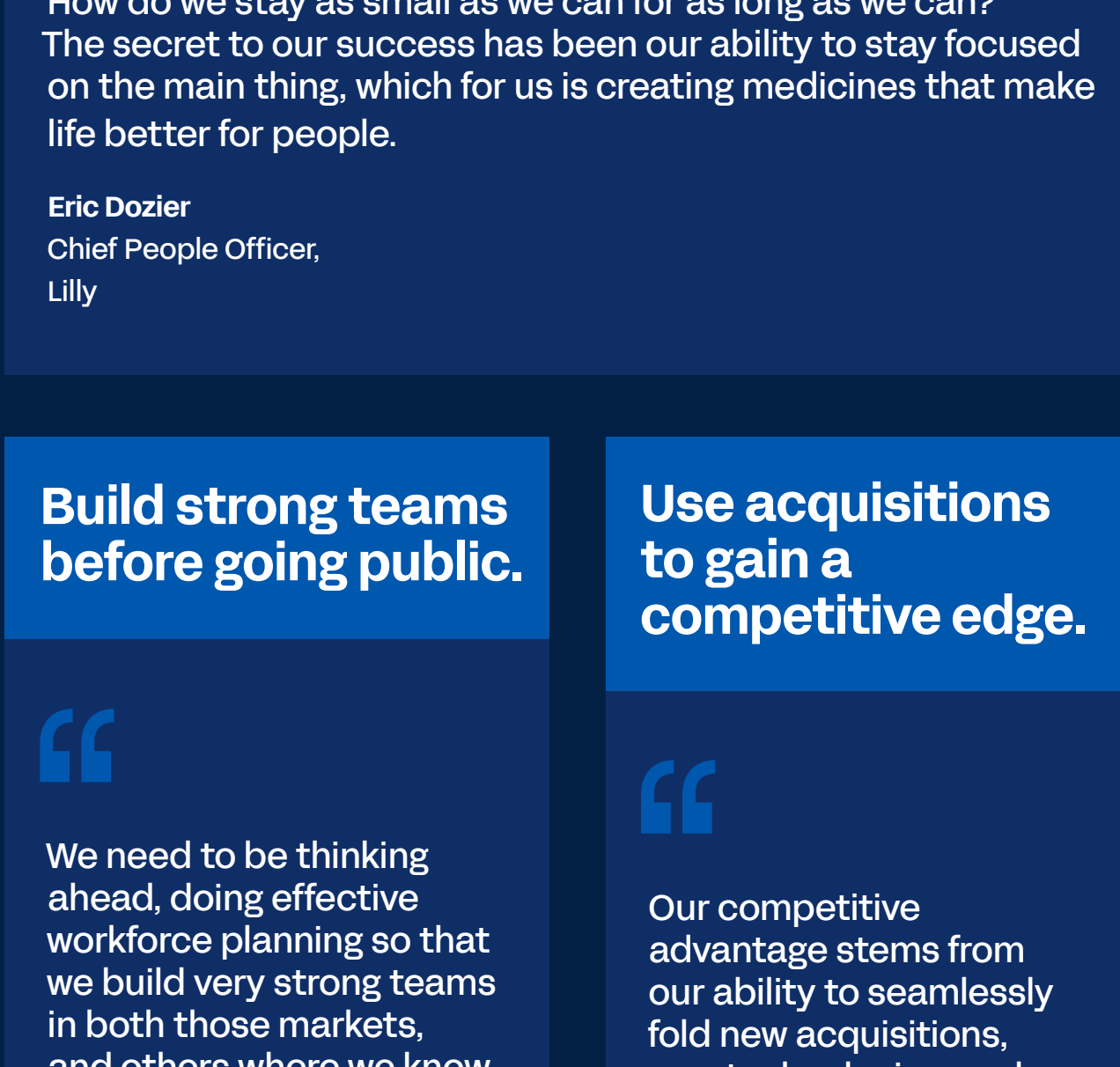
Strategy.

Make clear, disciplined choices about where to focus and win.



Growth leaders that make clear, disciplined choices about where to play and how to win grow their revenues

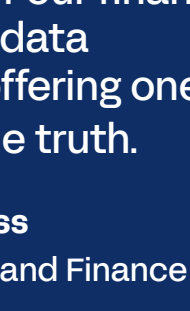
~35% faster and create a sizable 7% more shareholder value per year.



Make clear, disciplined market choices



Scale at the right time



Operate with strategic discipline and financial foresight

Focus on your north star.

“

How do we stay as small as we can for as long as we can? The secret to our success has been our ability to stay focused on the main thing, which for us is creating medicines that make life better for people.

Eric Dozier
Chief People Officer,
Lilly

Build strong teams before going public.

“

We need to be thinking ahead, doing effective workforce planning so that we build very strong teams in both those markets, and others where we know Wise can grow.

Manisha Goswami
Global Head of Technology and People,
Wise Payments

Use acquisitions to gain a competitive edge.

“

Our competitive advantage stems from our ability to seamlessly fold new acquisitions, new technologies, and new processes into our organization. Workday is a key part of our expansion, the center of our financial and people data universe—offering one source of the truth.

James Harkness
Chief Strategy and Finance Officer,
Opteon

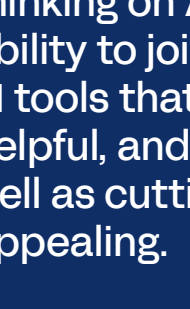
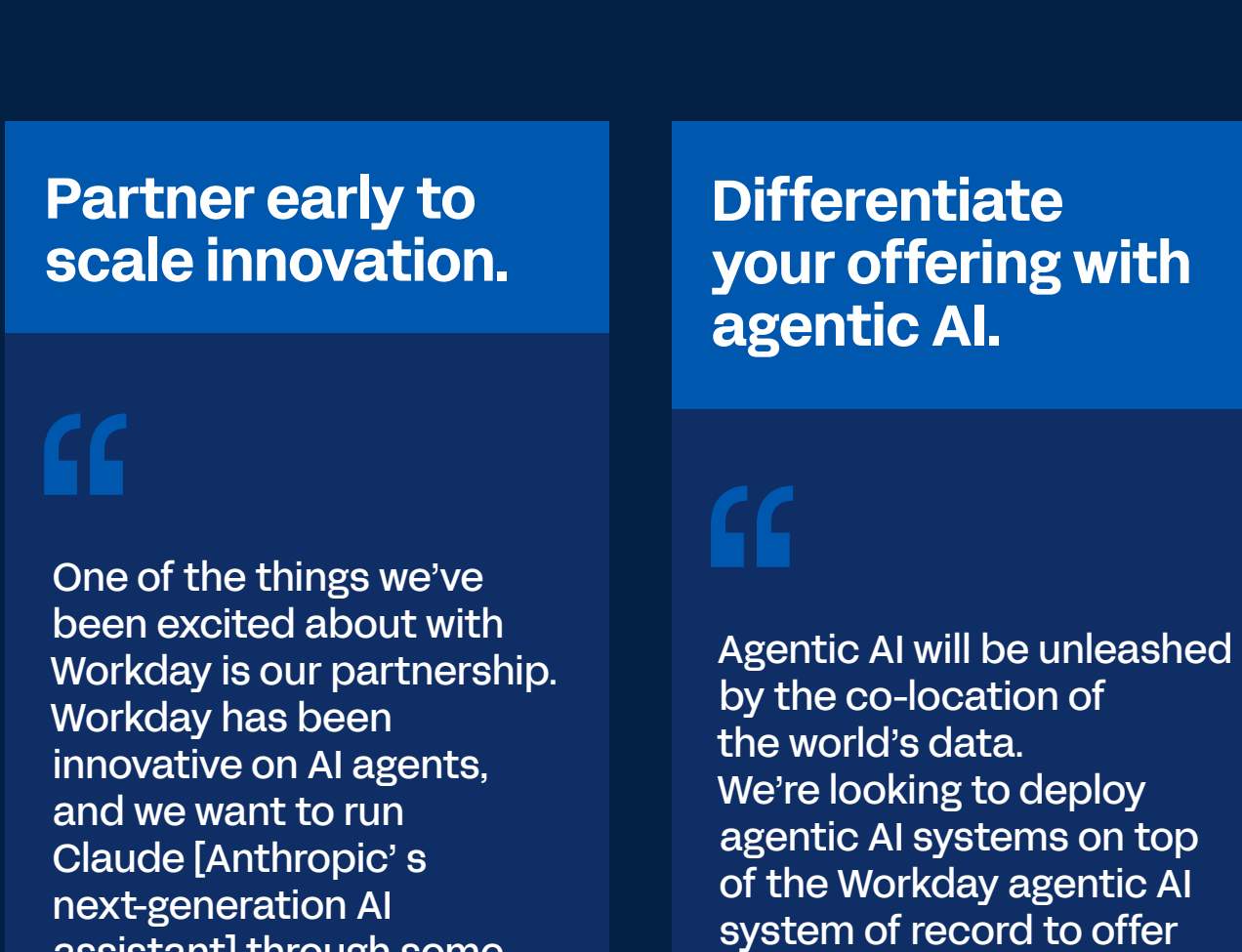
Technology.

Power intelligent operations with scalable, future-ready stacks.



Growth leaders who leverage scalable, AI-first technology grow revenues

28% faster.



Scalable, AI-first technology



Open innovation



Partner ecosystems

Partner early to scale innovation.

“

One of the things we've been excited about with Workday is our partnership. Workday has been innovative on AI agents, and we want to run Claude [Anthropic's next-generation AI assistant] through some of their solutions as well. Both Anthropic and Workday are forward thinking on AI, and the ability to jointly develop AI tools that are honest, helpful, and harmless as well as cutting edge is very appealing.

Hannah Pritchett
Head of People,
Anthropic

Differentiate your offering with agentic AI.

“

Agentic AI will be unleashed by the co-location of the world's data. We're looking to deploy agentic AI systems on top of the Workday agentic AI system of record to offer specialized financial advice and health and wealth solutions that traditional providers with more siloed data can't.

Sina Chehrrazi
Founder and CEO,
Nayya

Build for tomorrow.

“

By implementing Workday Financial Management, we not only got a handle on purchases, but we truly transformed the way we thought about hypergrowth, because suddenly we had a clear view of our actual financials based on our actual spend.

Arno Schleussner
Vice President of Finance,
N26

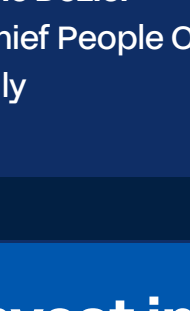
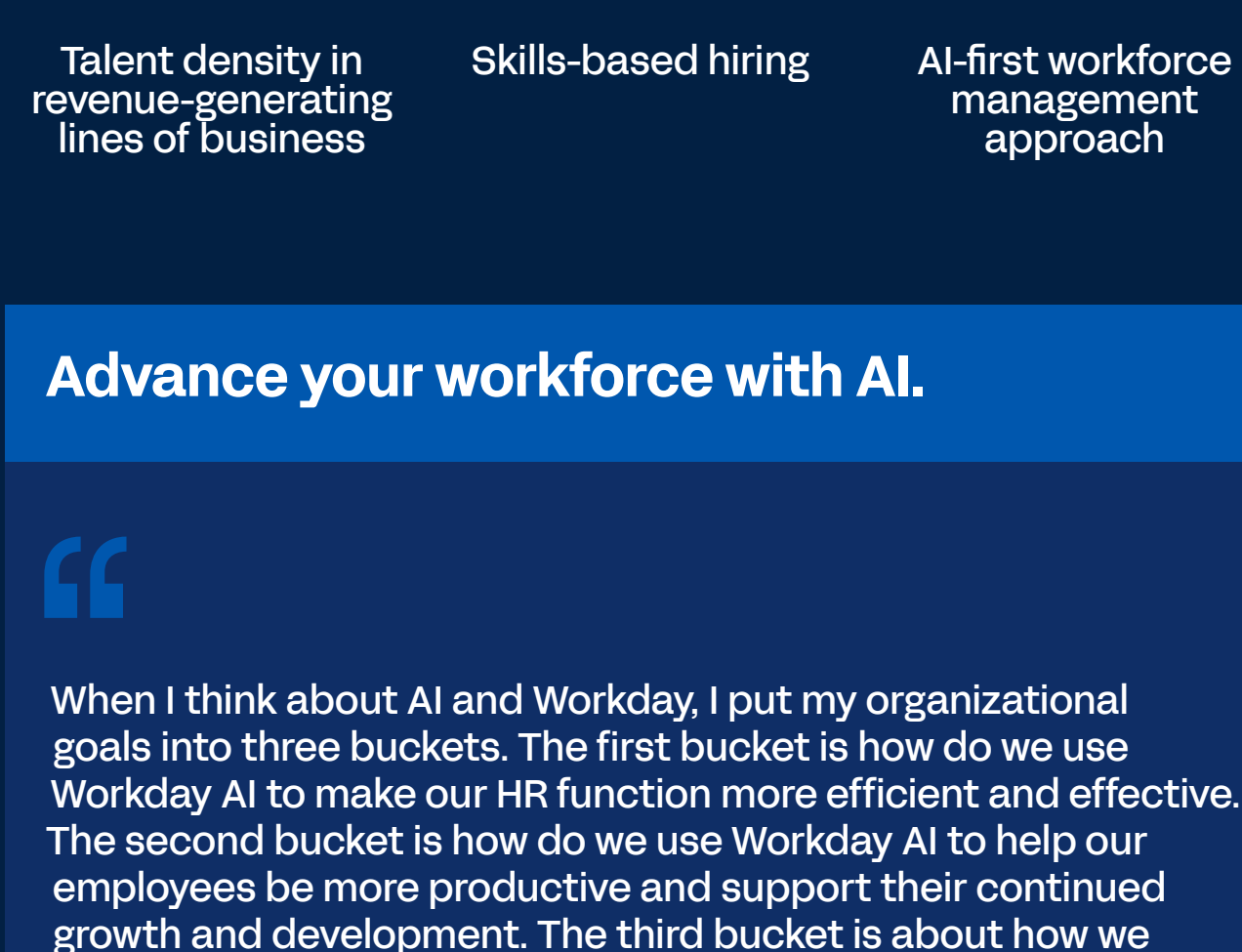
People.

Develop high talent density and a skills-driven workforce.



Growth leaders with high talent density strategies and skills-driven workforce designs grow revenues

29% faster.



Talent density in revenue-generating lines of business



Skills-based hiring



AI-first workforce management approach

Advance your workforce with AI.

“

When I think about AI and Workday, I put my organizational goals into three buckets. The first bucket is how do we use Workday AI to make our HR function more efficient and effective. The second bucket is how do we use Workday AI to help our employees be more productive and support their continued growth and development. The third bucket is about how we think about workforce planning in the world of AI, where we can leverage technology to advance our workforce.

Eric Dozier
Chief People Officer,
Lilly

Invest in your people infrastructure.

“

Workday HCM is fundamental to how we operate and a key differentiator for Wise. We don't just 'grow'; we strategically build our talent foundation using Workday HCM to ensure every step of our expansion is informed, efficient, and aligned with our ability to deliver value to our customers.

Manisha Goswami
Global Head of Technology and People,
Wise Payments

Proactively retain talent with built-in touchpoints.

“

I want us to move from a reactive system to a proactive one where we can understand quickly if one of our professionals is floundering or not getting a good experience. We are building in contextual touchpoints within the system that, combined with regular listening using Workday Peakon, will enable us to be way more proactive and intentional about developing our talent than we've ever been.

Nathan Sheranian
Chief People Officer,
Connor Group

Culture.

Scale adaptive, aligned values along with the business.



Growth leaders who scale their cultures and values successfully grow revenues

60% faster.



Founder-led culture



Customer- and employee-first mindset



Collaborative environment

Empower exploration, collaboration, and cooperation.

“

The value we place on 'high trust, low ego' drives a culture of mutual exploration, collaboration, and cooperation within the company that I think is really thrilling. We've reached a relatively large size without a lot of toxic internal politics showing up. We're all here for the mission and to do something larger than us at the end of the day.

Hannah Pritchett
Head of People,
Anthropic

Scale founder-led culture as your company grows.

“

When I first interviewed with the founders, I knew immediately that my role here would be unlike any other. AI, our CEO, had extraordinary clarity about the company he wanted to build—the kind of innovation he wanted to lead and the culture he was determined to create.

Amy Reichanadter
Chief People Officer,
Databricks

Make culture a shared responsibility.

“

We believe the unlock for our organization today and into the future is our ability to continue to grow in an inclusive culture. That means people feeling respected, people feeling heard, and people having the ability to share their points of view. Culture isn't just a priority; it's a shared responsibility.

Eric Dozier
Chief People Officer,
Lilly

Explore the growth playbook SMBs use to get ahead—read the “**Vitality Code Playbook**” report.