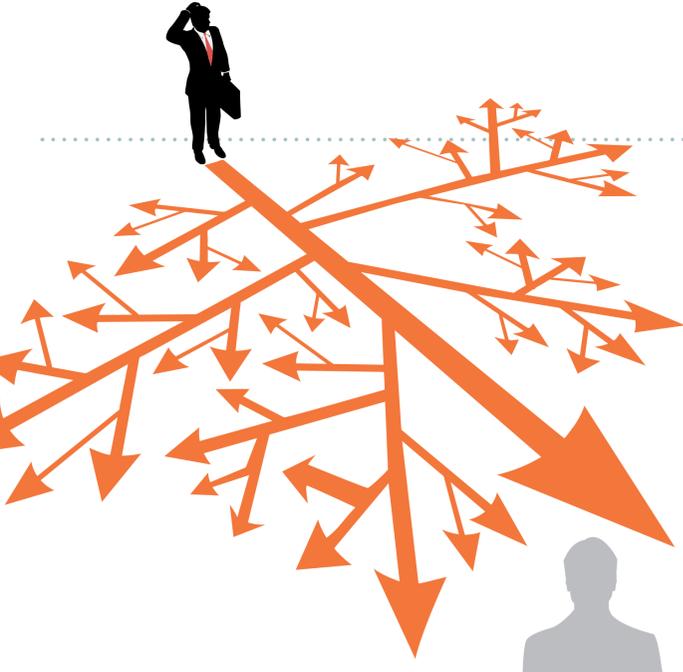


BUSINESS SIMPLIFICATION

Based on the 'Simplifying the Future of Work Survey'

As layers of processes, decision-making and IT systems swell to create an overload of complexity, business simplification is increasingly a strategic focus. To understand the challenge, SAP and Knowledge@Wharton polled 692 leaders and team members worldwide about their views on business simplification today — and in the future.



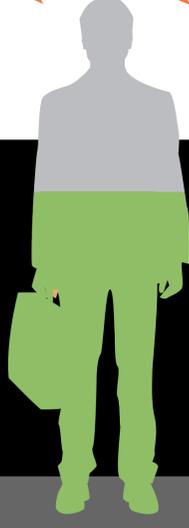
HERE IS WHAT RESPONDENTS TOLD US ABOUT THEIR COMPANIES:

Business Complexity Hinders Performance

74% business complexity has hurt efforts to meet process and decision-making goals.

60% technology complexity adds barriers to achieving goals.

It Does Not Have To Be That Way



62%

reducing complexity with **simplification** boosts **productivity** across all business lines.

The Importance of Simplification Is Growing



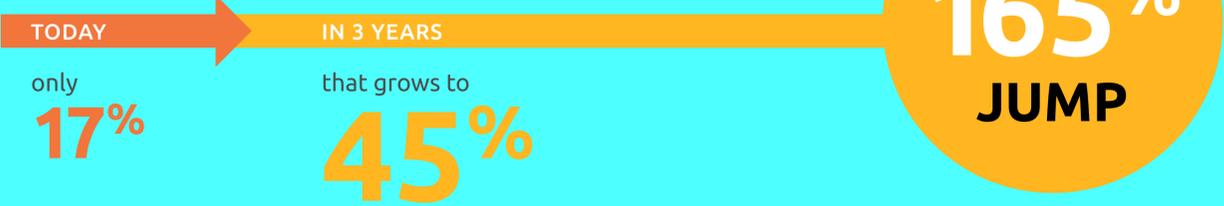
THE PROBLEM: Simplification Efforts Are Not Aligned with the Importance of Daily Simplification Goals

- **Only 27%** say senior leaders are strongly aligned
- **Only 34%** say teams are strongly aligned

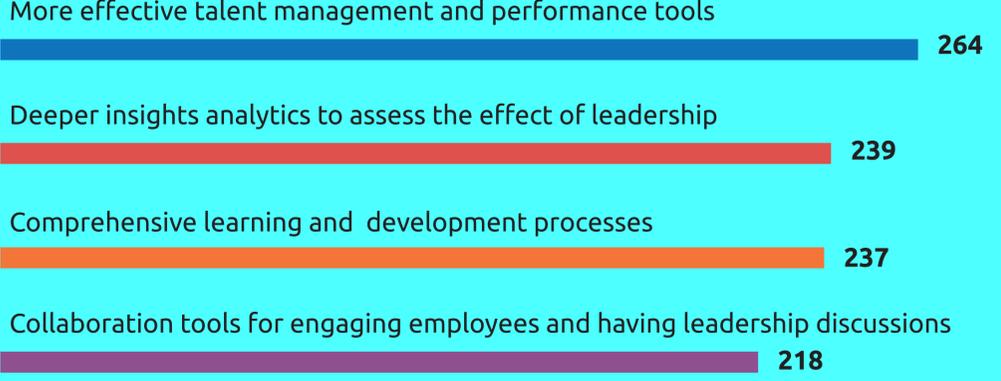


Simplified Leadership Capabilities

Leaders have access to all information needed to lead and simplify their businesses through self-service IT tools for quicker decision making



Respondents Cite "Must-have" Capabilities for Leadership Development and Retention



"Complexity just creates inertia and a sense of powerlessness."

"Simplification is fast, simple is smooth."

"Reduce barriers to change and reward efforts to simplify."

Respondents' Simplification Efforts

- **84%** Simplified a business process within my team
- **82%** Simplified the way my team communicates
- **52%** Led simplification efforts that affected more than my team
- **39%** Simplified technology within my team



"As firms have become more global, outsourced and technology driven, the complexity of their operations has increased. Thus the need for simplification has become greater."

— **Morris Cohen**, Wharton professor of operations and information management