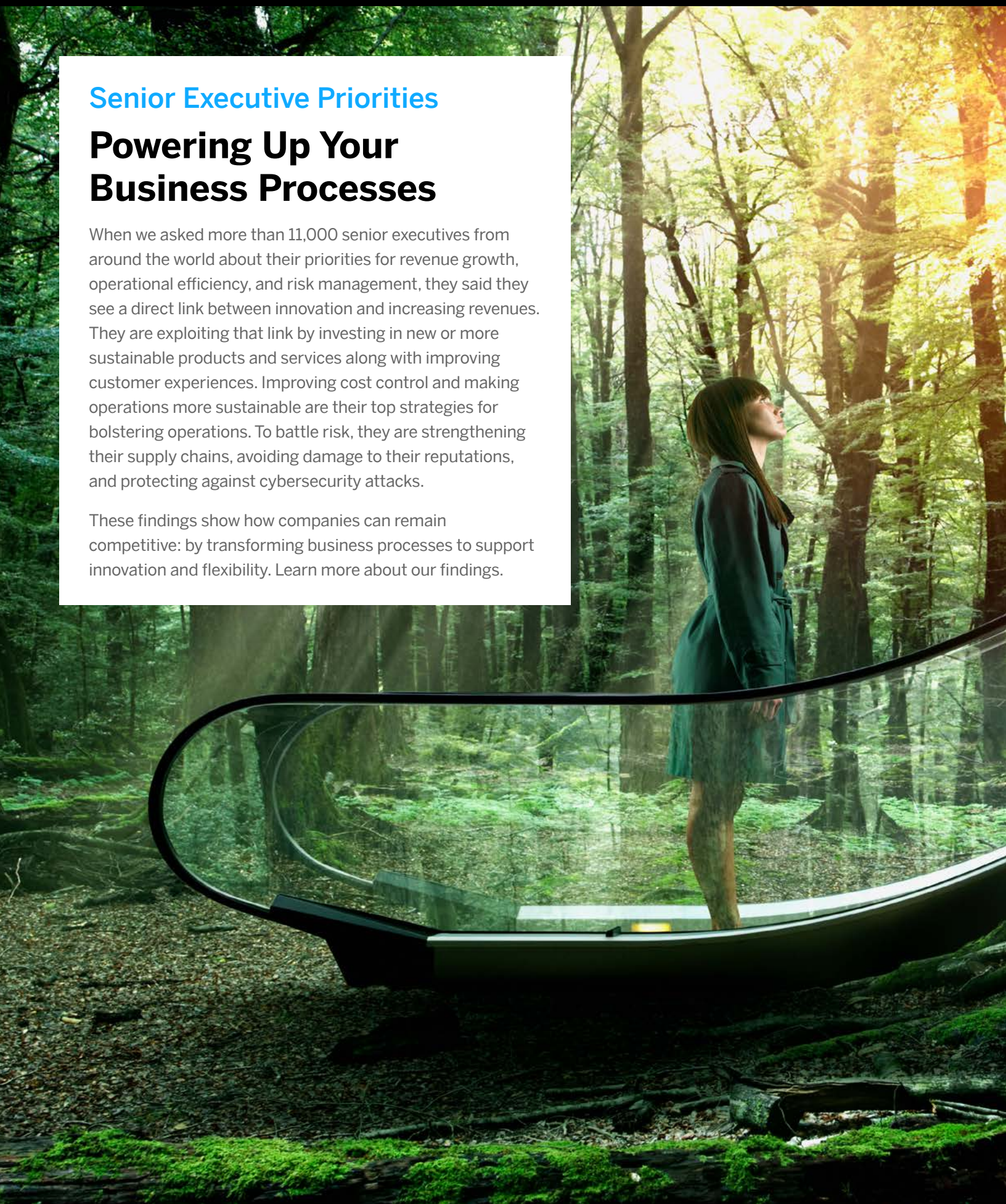


Senior Executive Priorities

Powering Up Your Business Processes

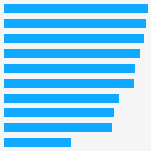
When we asked more than 11,000 senior executives from around the world about their priorities for revenue growth, operational efficiency, and risk management, they said they see a direct link between innovation and increasing revenues. They are exploiting that link by investing in new or more sustainable products and services along with improving customer experiences. Improving cost control and making operations more sustainable are their top strategies for bolstering operations. To battle risk, they are strengthening their supply chains, avoiding damage to their reputations, and protecting against cybersecurity attacks.

These findings show how companies can remain competitive: by transforming business processes to support innovation and flexibility. Learn more about our findings.

Top Categories of Findings

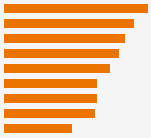
3

Revenue Growth Drivers



4

Efficiency Drivers



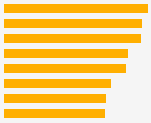
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Future Global Risks



6

Risk Reducers



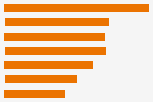
7

Process-Enabling Technologies



8

Critical Areas for Innovation



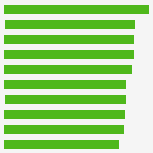
9

Competition and Profitability



10

Needs for Process Change



11

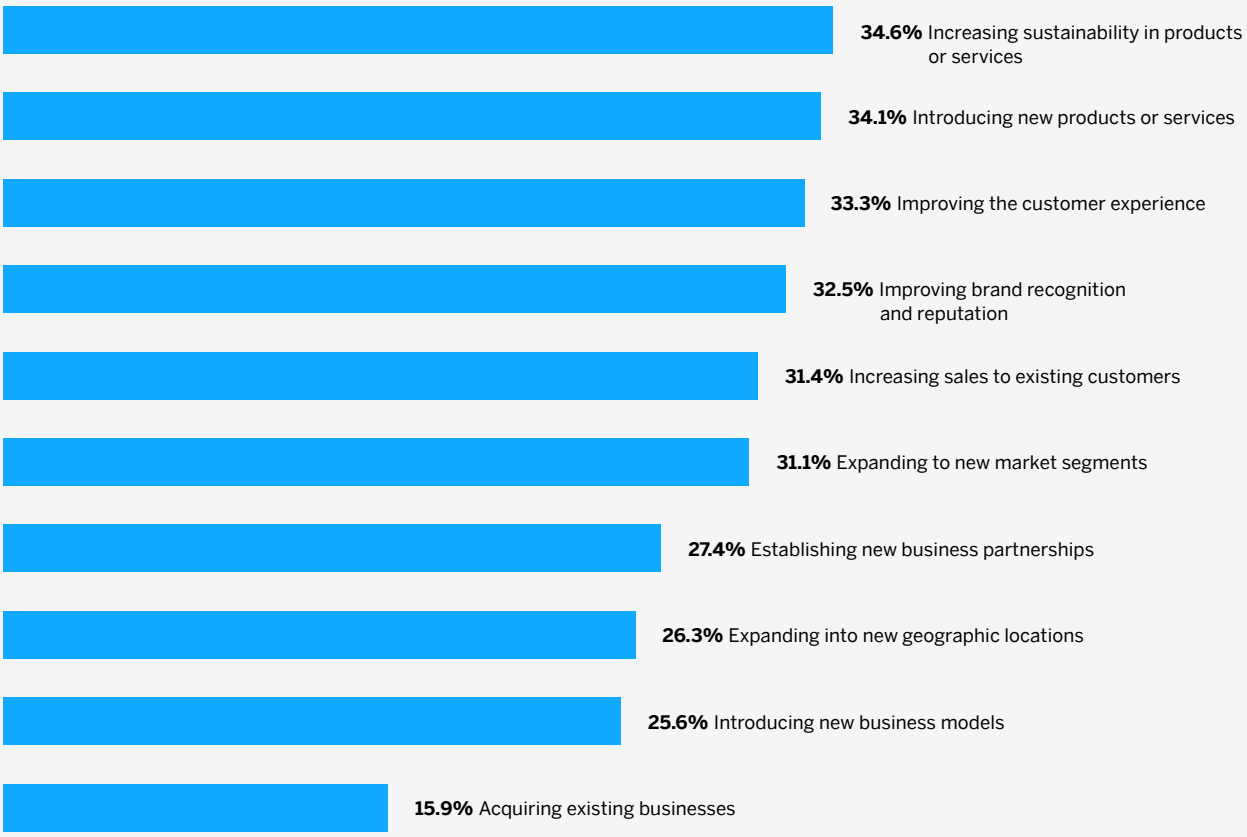
Process Transformation Journey



Revenue Growth Drivers

More than one-third of respondents said that increasing the sustainability of their products and services is one of their top three priorities, about equal to those choosing traditional tactics, such as creating new products and improving customer experiences.

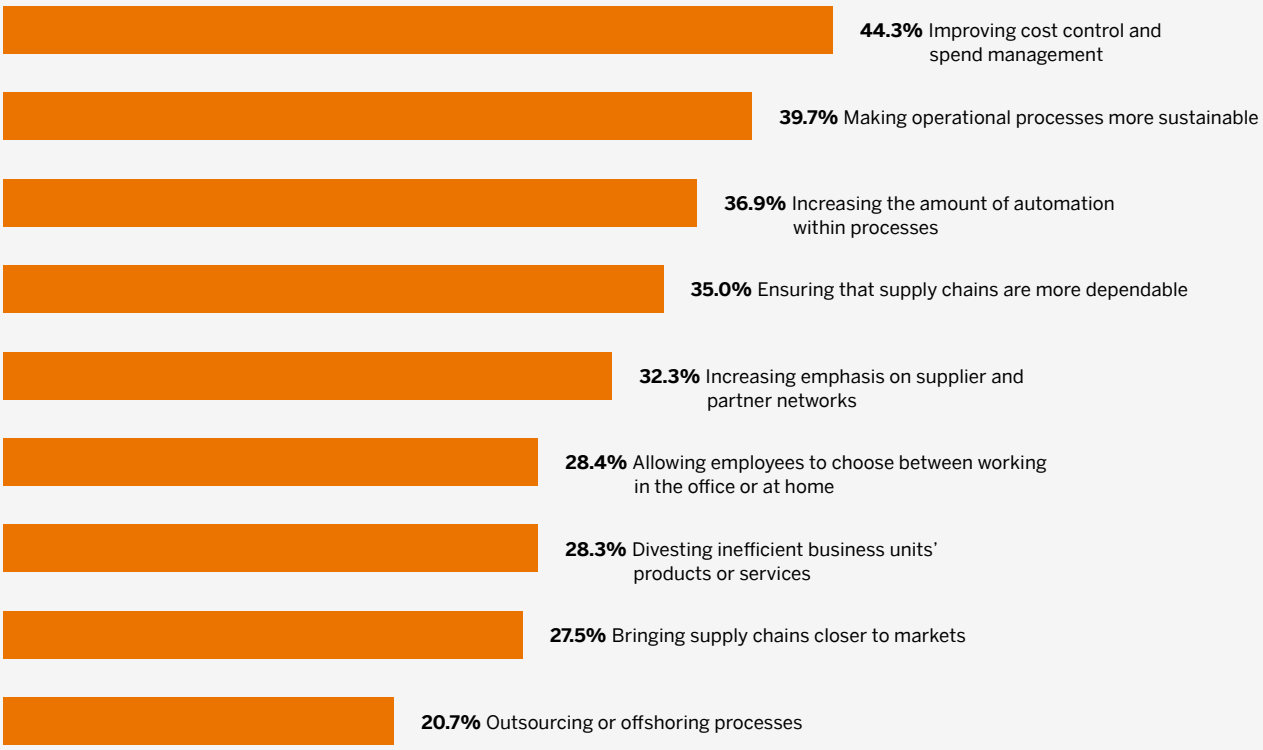
What are your organization's top 3 priorities for improving revenue growth?



Efficiency Drivers

Making operations more sustainable ranks second as a priority for improving business efficiency, closely behind improving cost control and spend management.

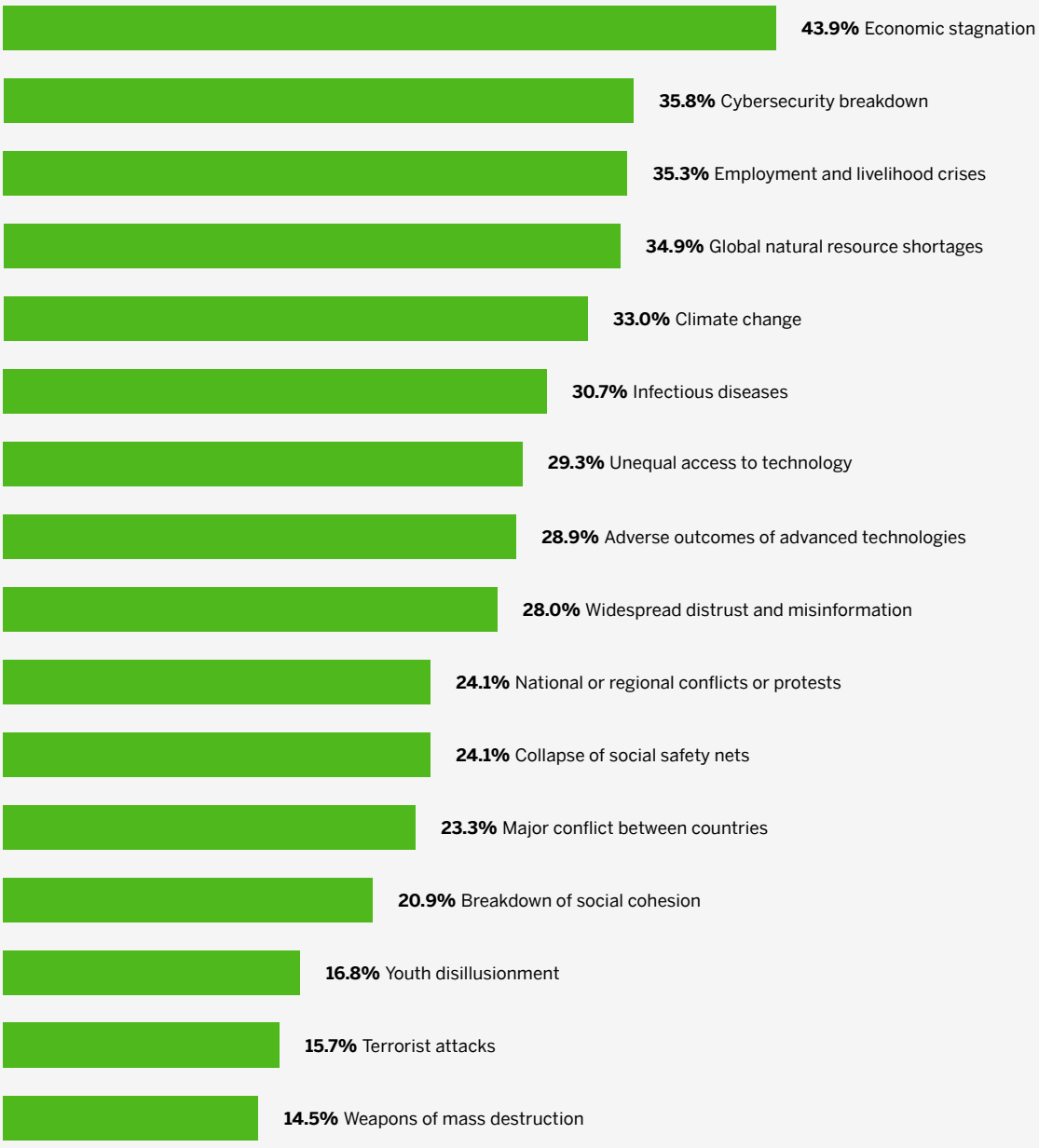
What are your organization's top 3 priorities for improving efficiency?



Future Global Risks

Economic stagnation looms as the top future global risk that respondents said they need to prepare for, with climate change rounding out the top five.

Which of these future global risks will your organization need to prepare for?*

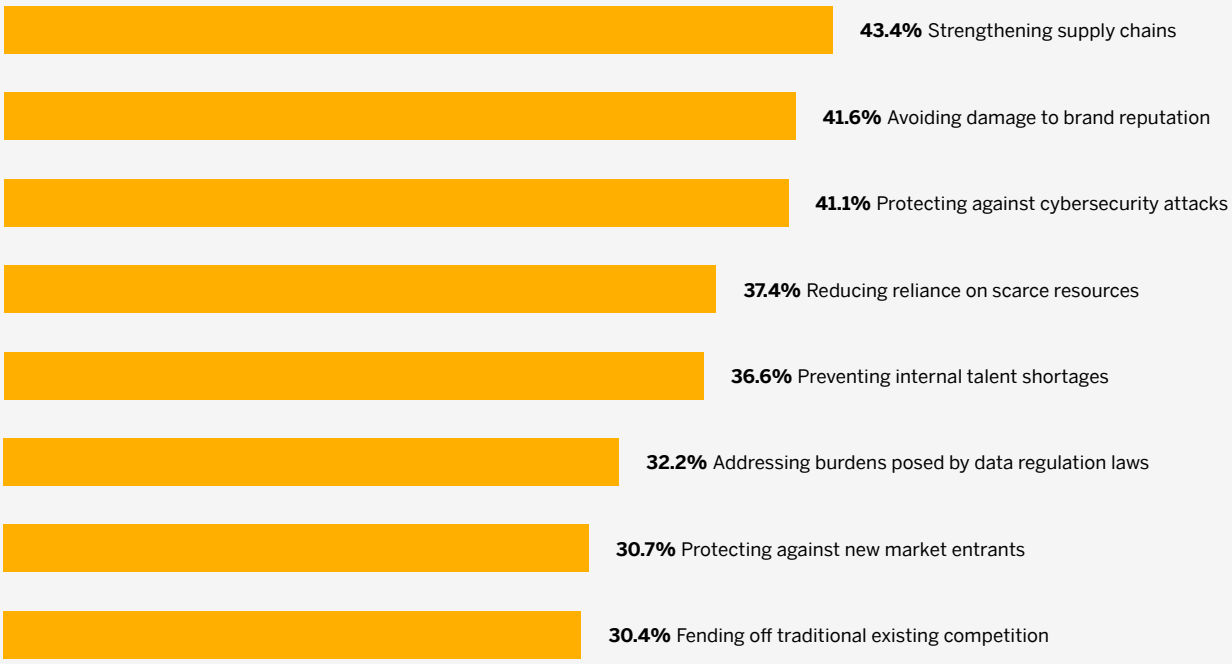


** Multiple responses allowed*

Risk Reducers

Respondents are prioritizing risks that seem to emanate from near-term threats, such as supply chain vulnerability, reputational harm, and cybersecurity exposures, rather than such perennial market risks as fending off existing competitors and new market entrants.

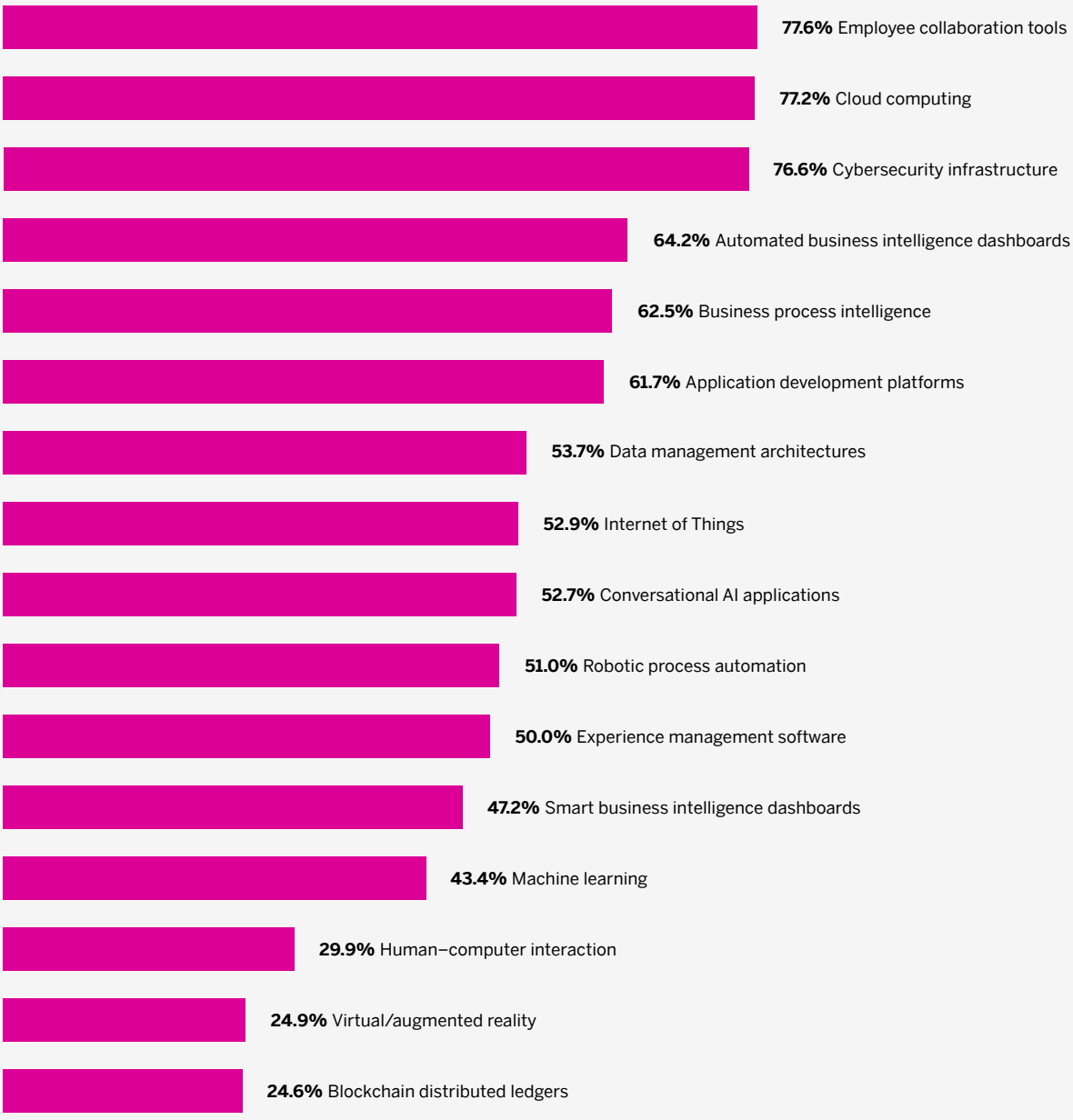
What are your organization's top 3 priorities to reduce risk?



Process-Enabling Technologies

Collaboration tools top the list of process-enabling technologies respondents say are important, with cloud, cybersecurity, and business intelligence also ranking highly. These choices reflect challenges that companies have faced recently, such as the need to support employees working at home or in hybrid environments and protection from increasing cybersecurity threats.

Which of the following technologies are important to improving the processes in your line of business?*

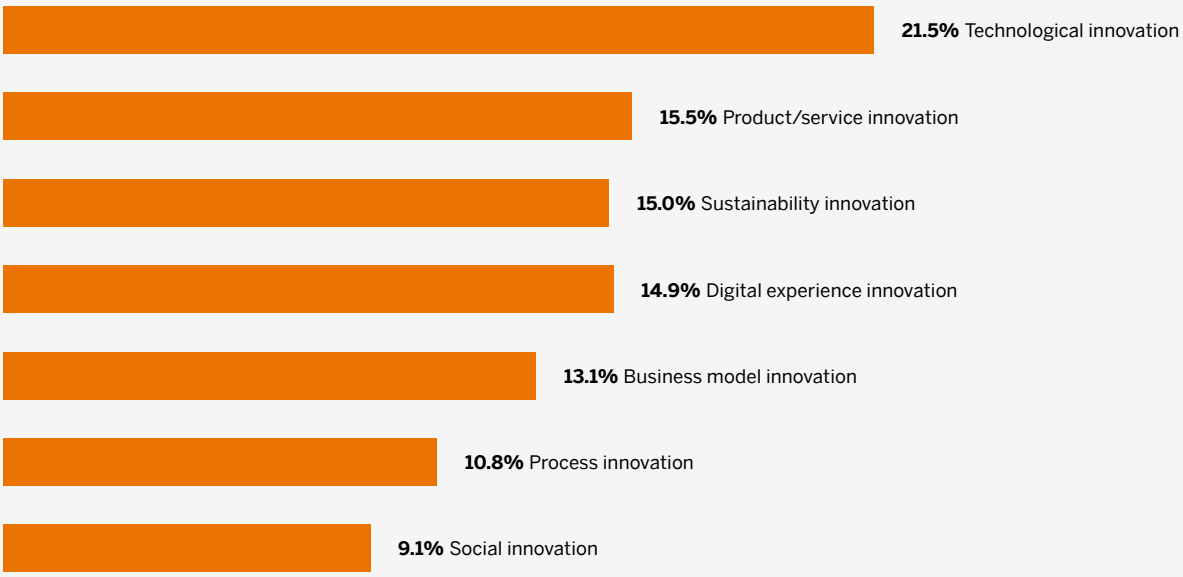


** Multiple responses allowed.*

Critical Areas for Innovation

Respondents cited technological innovation as most important to their business in the near future. Innovations in products/services, sustainability, and digital experience follow in a three-way tie as the next most critical area.

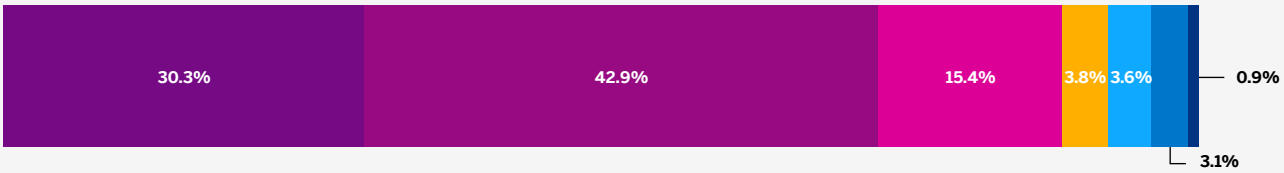
What types of innovation do you see as critical to your business in the next 3 to 5 years?



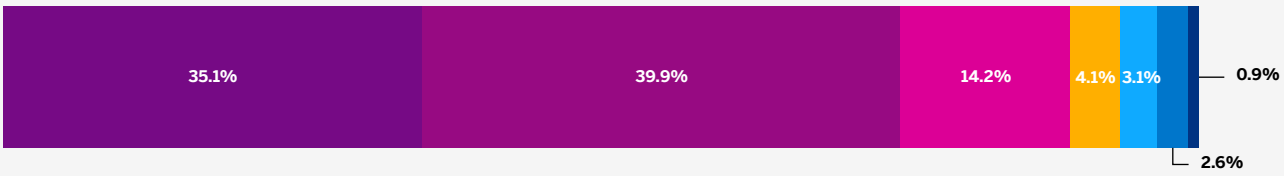
Competition and Profitability

Overwhelmingly, leaders see a positive link between their performance and business transformation efforts.

How do you perceive the relationship between your company's long-term profitability and your business transformation efforts?



How do you perceive the relationship between your company's long-term competitiveness and your business transformation efforts?

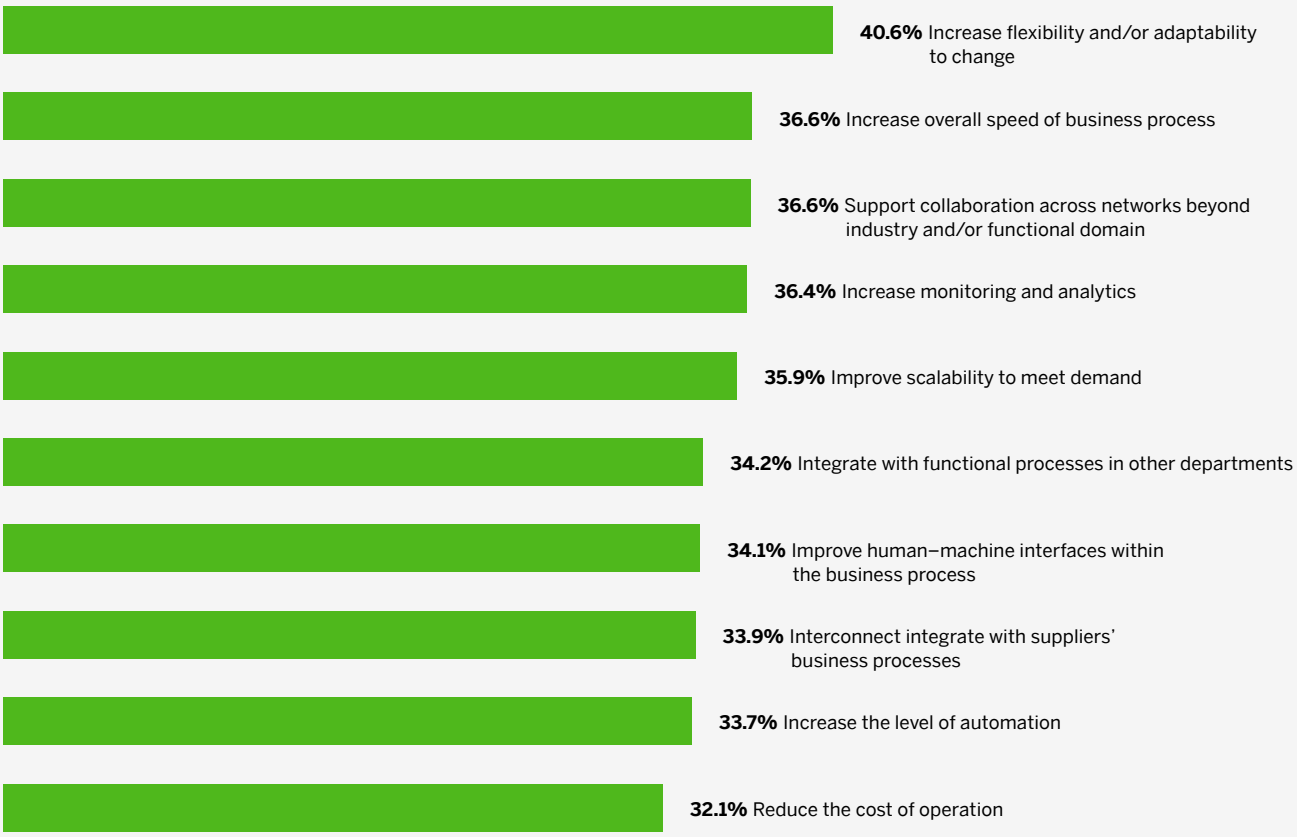


Strong, positive relationship
Moderate, positive relationship
Weak, positive relationship
There is no relationship
Weak, negative relationship
Moderate, negative relationship
Strong, negative relationship

Needs for Process Change

Respondents see increased flexibility as their top priority for improving their performance, followed by speed of execution and supporting increased collaboration outside of their industry or domain.

To improve processes in your line of business, what needs to be changed or implemented?*



** Multiple responses allowed*

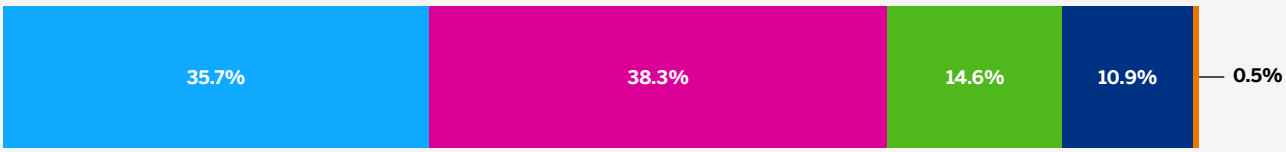
Process Transformation Journey

Although a majority of respondents expect to have transformed at least part of their business in two years, a quarter will be in their earliest stages or not yet begun.

What stage are you currently at in your business process transformation journey?



How far along will you be in your business transformation journey in two years?



Have transformed all planned areas
Have transformed some planned areas
Piloting
Planning
Not yet planning

Read "Bridging the Gap Between Sustainability and Financial Metrics" for our full analysis. ↗

About This Research

The SAP Insights Senior Executive Priority study collected data from 11,278 executives from companies across 41 markets and 28 industries. Respondents possessed the highest level of LoB responsibility and oversight, with titles ranging from director to C-suite. The surveys were fielded from September 2021 through December 2021 via a 10-minute online survey.