The SAP Digital Boardroom

Andreas Hahn
Member of the Supervisory Board, SAP SE
Linear Thinking vs. Exponential Reality

Thirty linear steps = 30 Meter

Thirty exponential steps = 26 times around the earth
Surviving digital disruption

HUGE BUSINESS DISRUPTION

TIME TO REACH 1+ BILL. USD MARKET VALUATION

<table>
<thead>
<tr>
<th>Company</th>
<th>Years to Reach 1+ Billion USD</th>
<th>Years in 1961</th>
<th>Years in 1990</th>
<th>Years by 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Fortune 500</td>
<td>20</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Google</td>
<td>6</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Facebook</td>
<td>6</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Cloudera</td>
<td>6</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Tesla</td>
<td>5</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Average Unicorns</td>
<td>4</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Uber</td>
<td>4</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>CloudFlare</td>
<td>3</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Airbnb</td>
<td>3</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Snapchat</td>
<td>2</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
<tr>
<td>Xiaomi</td>
<td>2</td>
<td>60+ years</td>
<td>20+ years</td>
<td>Expected 14 years</td>
</tr>
</tbody>
</table>

Compared to 1961, when the average age of companies was 60+ years, and 20+ years in 1990, the expected age by 2026 is 14 years. By 2030, 3 out of 4 companies in the S&P 500 today will be replaced by companies NOT YET EXISTING TODAY.

Visibility and Speed in Decision Making and Steering a company matters more than ever.
What everybody wants when it comes to steering

External Data

Continuous check of plan vs actual

Semantic

KPI

Forecast and Predict

External Data

Company Strategy
Mid Long Term Biz Plan
Short Term Biz Plan
Objectives
Goals

Measures
Aggregation
Operational Rep.
Operational Biz Rules
IT Systems
Data
Processes

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Steering Excellence – How to streamline and cascade

Digital Boardroom based on SAP Business Objects Cloud

Board and Senior Management

Dashboarding cascaded from the Boardroom

Middle Management

Operational Reporting

Operational Level

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