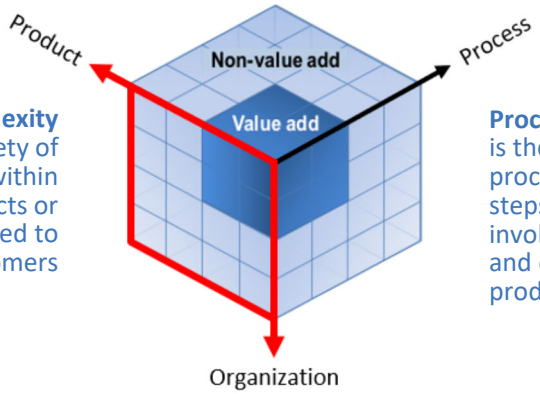
# WP&C COMPLEXITY QUIZ RESULTS

## ORGANIZATION/PRODUCT COMPLEXITY




**Product complexity** is the variety of and variety within the products or services offered to your customers

**Process complexity** is the number of processes, process steps, handoffs, etc. involved in executing and delivering its products or services

**Organizational complexity** is the number of facilities, assets, functional entities, organizational units, systems, etc., involved in executing the processes of your organization

## What is Complexity?

Complexity arises at the points of intersection and manifests as an organizational drag on profits and growth. It increases with the number of different things you have in your business. This includes the number of products and services offered, steps in a process, regions operated in, different store formats, production facilities in your footprint, suppliers used, different systems maintained, etc. As people, processes, products, and steps are added, the impacts or costs of complexity increase geometrically in an organization.

## Common Symptoms of Organization/Product Complexity

- The physical footprint is sprawling, with low or declining asset utilization
- Operations struggles to keep up with the "cats and dogs" of your product line
- The efforts of marketing and sales are diffused over a difficult-to-manage number of products and geographies
- Your supply base is fragmented
- Third-party distributors resist efforts to focus the product line
- IT systems have become a tangled web
- Previous efforts to consolidate the network have been stymied by current needs

## Why look at complexity across multiple dimensions?

**If you really want to attack the impacts of complexity in terms of cost, risk, and performance, attack the issue across at least two—and often three—dimensions of the complexity cube, such as organization/product, or process/organization. As complexity arises at the intersections, only a holistic view (across multiple dimensions) will allow you to successfully extract value. Narrowing it down to one dimension will put the problem out of reach.**

**LET'S DISCUSS YOUR RESULTS**