



SAP Academy for Commercial Sales Inspires Millennial Salesforce

SAP

Best Unique or Innovative Sales Training Program

October 2018



Company Background



Headquarters	Walldorf, Germany
Year Founded	1972
Revenue	€22.06 billion (2017)
Employees	84,000
Global Scale (Regions that you operate in or provide services to)	Worldwide — SAP operates in five regions around the world: APJ (Asia Pacific Japan), EMEA (Europe Middle East and Africa), MEE (Middle Eastern Europe), NA (North America) and LAC (Latin America and Caribbean).
Customers/Output, etc. (Key customers and services offered)	As a global market leader in enterprise application software, SAP is at the center of today's business and technology revolution. Its innovations enable more than 350,000 customers of all sizes and industries worldwide to work together more efficiently and use business insight more effectively.
Industry	Enterprise software
Stock Symbol	SAP
Website	www.sap.com

Budget and Timeframe

Number of (HR, Learning, Talent) employees involved with the implementation?	The core program team includes five employees with functions ranging from program and project management to faculty.
Number of Operations or Subject Matter Expert employees involved with the implementation?	Regular SME or executive stakeholder involvement in curriculum development, rotational experiences, on-site learning opportunities, fellowship experiences and role-specific training events. Engagements are voluntary with a duration of one to two days (on average). Around 20 stakeholders supported the SAP Academy for Commercial Sales since its launch.
Number of contractors involved with implementation	1
Timeframe to implement	4 months
Start date of the program	February 2017

Business Conditions and Business Needs

Over the past several years, new global challenges have emerged, affecting SAP’s core business (along with others in the application software industry) and the workforce.

The first challenge has been a shift from “on-premise” to cloud software deployment — more commonly known in the industry as the “digital transformation.” To succeed in this new environment, SAP has had to find new ways to transform its sales force, enabling them to guide customers to the cloud and help digitize their businesses.

There also have been changes to the workforce and the consumer landscape. By 2025, Millennials — those born between 1982 and 1993 — will form 75 percent of the global workforce. For these digital natives raised on the Internet and mobile devices, innovating and thinking outside the box are normal endeavors.

To add to these complexities, roughly two years ago SAP leadership announced plans to double its medium-sized enterprise segment to over \$1.5 billion by 2020. In sales, SAP knew immediately that meeting this goal would rely heavily on its commercial sales teams — historically a major growth engine for SAP.

As learning professionals with an eye to the future, SAP’s team saw the opportunity to simultaneously meet all of these challenges head-on.



In February 2017, the company launched the SAP Academy for Commercial Sales — a program with a charter to create SAP’s next-generation digital salesforce comprised of Millennials strategically integrated into commercial sales roles and trained in the most-current skills, techniques and innovations.

Overview

SAP Academy for Commercial Sales is a global sales training program designed specifically to create the next-generation of commercial sales professionals who are strategically integrated into sales teams and trained in the most current skills, techniques and methodologies.

The program’s main focus is on finding digital channels to engage customers (i.e., using a virtual studio to manage a sales cycle partly remotely and with the use of cutting social selling techniques).

The early talent program represents the first time at SAP where the organization has focused on training and integrating early talent into the field and with a relentless focus on creating exceptional customer experiences.

The academy employs a multi-dimensional, experiential learning program to harness the collective intelligence of early talent. The power and disruptive creativity of commercial sales executives (CSEs) enable SAP to boldly execute on corporate strategy, demonstrate breakthrough thinking with a passion for innovation and illustrate a commitment to optimizing results (internally and externally) for the customers through simple but transformative ways.

This case study focuses on the academy’s unique and innovative approach to harness the creativity of early talent, helping them develop the skills and competencies they need to support SAP’s strategic goals and become successful commercial sales associates.

Target Audience

High-performing Millennials.

Program Components

The CSEs participate in a six-month program, consisting of an initial four-week “pre-academy” period in their home “market unit” with onboarding and orientation in their



role. From the first day on they carry responsibility through a personal quota (their revenue target) for the year.

It is followed by a four-week classroom training at SAP's facility in San Ramon, California, and the four-month post-academy phase, which includes coaching and support on-the-job.

Relevant KPIs

SAP's academy measures the impact during the program and after the program. The sales productivity of the academy graduates are measured using the following KPIs:

- During the program associates are heavily focused on building generation skills and are given pipeline targets. Therefore, SAP measures:
 - Pipeline generation.
- Post-program, SAP measures the following:
 - Deals closed.
 - Time to revenue.
 - Revenue generation.

When the SAP Academy for Commercial Sales was officially founded the first quarter of 2017, the mission was to create SAP's next generation of high-performing sales professionals.

SAP's academy set goals to ensure that it was fulfilling its mission and creating a significant, tangible impact on the sales organization. The goals for the SAP Academy for Commercial Sales are to:

- Achieve the KPIs listed in the Overview section above.
- Prepare the commercial sales associates for a career in the field through a multi-dimensional, experiential learning program that enables them to:
 - Gain the most-current sales skills, techniques and methodologies.
 - Unleash their creativity and "out-of-the-box" thinking.
 - Evolve into confident, dynamic communicators capable of engaging with and compelling the customers to action.

Achievement Status of Goals

SAP Academy for Commercial Sales is well on its way to achieving its mission, with 102 commercial sales graduates integrated into teams around the world. SAP's academy has achieved its program KPIs, demonstrating the level of sales readiness with which the graduates enter the field.

The innovative techniques and approaches they learn and practice throughout SAP's academy are being actively employed and graduates continue to make a significant financial impact on SAP's commercial sales organizations. (See the Measurable Benefits section for more details.)

Design of the Program

The SAP Academy for Commercial Sales program was designed and developed to harness the creativity of early talent and give associates the skills and ability to unleash that creativity once they begin their career in Commercial Sales.

The following are four critical steps that were taken during the program's developmental phase:

- 1. Develop a Program Aligned to the Needs of SAP and Customers:** It was SAP's CEO who first challenged the learning organization to "not only understand this new generation [Millennials], but totally unleash them."
Through a global partnership with sales leaders from more than 50 of the company's market units, SAP was able to validate the skills and competencies needed to transform and enable its sales force to guide customers to the cloud and help digitize their businesses. The program team gained agreement on key performance measures to assess the program's impact on SAP.
- 2. Establish Core Principles:** SAP took into consideration Millennials' unique learning and work styles, values and goals and the changing nature of today's market, as well as the culture it wanted to build, and established the following core principles:
 - **Everyone Is a Student and Everyone Is a Teacher** — The goal always has been to learn from the associates and to provide them with opportunities to lead in the classroom, teach their peers and collaborate in teams (this belief mirrors the changing corporate world in which organizational structures have flattened and well-trained workers are more productive when they are involved in decision-making).
 - Begin with the end in mind and **Continuously Improve.**



- **Focus on How to Learn and What to Know** — Keep the finger on the pulse of the market and changes in the business and keep the curriculum dynamic to support those changes.
- Treat the word “FAIL” as a positive term and use it as an acronym — **First Attempt In Learning** — to emphasize the value and importance of failing.
- **Nurture** a laboratory-like environment that provides a safe space for associates to explore new ways of thinking, as well as challenge ideas and perspectives.
- **Everything is Possible.** SAP’s academy does not believe in the word “can’t” — the sky is the limit.
- **Believe in “The Power of AND”** — Combine the disruptive creativity of early talent and the experience of seasoned professionals and harness and unleash that power with every collaborative opportunity available.

3. **Develop a Global, Scalable Recruiting Strategy to Attract and Hire Top Millennial Talent from Around the World:** To acquire top talent, SAP needed to identify what attracts Millennials to a job or company. SAP’s academy team researched similar programs in other tech companies and consulted with thought leaders to understand Millennials’ values and how best to support their ambitions and professional development.

SAP’s team then partnered with a leading talent and hiring consultancy to develop a cultural fit assessment that became a core part of a rigorous five-step recruiting process which includes an online application, cultural fit assessment, behavioral style interview with a recruiter, and in an in-person sales simulation experience along with other top candidates.

The rigor helps to ensure SAP is hiring top candidates who will succeed in a fast-paced, high-pressure environment of sales.

Another major component of this assessment was to identify a diversity goal for SAP’s academy new hires to ensure that a sales community is built to reflect the changing customer base. Therefore, SAP has made a commitment to diversity and attracted a globally diverse pool of top talent.

SAP’s academy also worked with regional management teams to learn more about their customer interactions and ways in which a more-diversified sales force could accelerate their success.

4. **Develop a Multi-Dimensional, Experiential Learning Program to Maximize Field Readiness:** SAP’s academy first sought to understand industry best practices in sales and presales training with a strong focus on market changes, customer trends and analyst insights.

The academy considered SAP’s company and sales DNA; prioritized Millennials’ learning and work styles, values and goals; and interviewed key business stakeholders,



internal subject matter experts and sales leadership to gain their insight into the training and behaviors that would position sales and presales new hires for success in their roles.

Next, SAP's academy evaluated content to determine how it would resonate with Millennials from different cultures and backgrounds. The faculty worked to attune the curriculum to this global, Millennial audience and the way in which they most effectively consume learning.

The program also was structured to maximize the “learn/apply” approach in which several weeks of classroom learning are followed by field rotations to allow participants to shadow and support experienced sales professionals and to practice what they learn. The classroom curricula are very closely integrated with field rotation guidance to reinforce the building of key sales “muscles.”

SAP's Recruiting Methods

SAP's academy runs the largest global recruiting cohort of its kind within the organization (the demand plan can include over 50 different countries in a given recruiting cycle) and prior to SAP's academy, a global recruitment effort of this size and scale had never been attempted in the company's 40-year-plus history.

Typically, programs hire “in country” based on region or country-specific guidelines. Instead, due to the size and scope of the recruiting effort, SAP's academy built a community of local recruiters aligned to one global strategy and to the program's key goals including one global hiring profile. Therefore, hiring activities are conducted at the local level, using regional recruiters who adhere to the global diversity KPI and hiring profile.

Most importantly, the global adoption of the rigorous five-step recruiting process (developed in partnership with a leading talent and hiring consultancy) has consistently yielded a pool of highly qualified candidates across more than 50 countries — candidates who are both a cultural fit to SAP and possess the necessary sales aptitude.

Learn/Apply Approach With Hands-On Field Experience and Mentor

The SAP Academy for Commercial Sales learning framework is designed to accelerate growth and development during the program through the “learn/apply” approach where time spent in the classroom is followed by hands-on learning while on rotation in their home market units (see “Program Components” in Overview section above).



This approach allows participants to apply the knowledge and skills learned in the classroom while shadowing and supporting experienced sales professionals in the field. The tight integration of curriculum with recommended field activities ensures associates are focused on the right things with their sales mentors to maximize their sales readiness.

While in the program, associates are empowered to actively contribute to the sales cycle through participation in internal sales meetings, driving demand generation and delivering customer presentations.

Innovative Learning Methods — Peer Evaluations, Pod Coaching, Whiteboarding

Innovation is ever-present in SAP's academy classroom — especially when it comes to learning methods. The faculty has created a multi-dimensional learning experience designed to maximize collaboration, engagement and consumption of content.

Methods employed include peer evaluations, white boarding, design thinking and pod coaching in which three to five peers work together in a safe environment to coach one another on real-life challenges.

Robust Support Structure for the Associates While In Program: During the program, SAP's academy has created an environment of support and coaching to ensure associates gain the perspectives, knowledge and feedback from different experienced parties. The associates will work with the following roles:

- **Direct Manager** — To guide them through the program, provide coaching and advocate for them.
- **Sales or Presales Mentor** — To offer shadowing opportunities and support their professional development as they gain field experience.
- **Academy Graduate "Buddy"** — To help them navigate SAP and share their experiences in their first months.
- **Faculty** — To provide best-in-class training and instruction and coach them on progress in the classroom.

State-of-the-Art Learning Facility: SAP's academy is headquartered in a newly developed space and was created to support more than 12 technology-enabled classrooms, over 20 meeting rooms, 50 workrooms and multiple informal meeting areas.



Built with collaboration in mind, SAP's academy features walls that are painted using special whiteboarding paint and over 100 whiteboards. This allows the associates to write down great ideas as they happen — even in the hallways.

Associates can have a conversation in front of the coffee machine, move a few feet away to whiteboard to share an idea and then jump into a conference room equipped to share a laptop screen or file from a flash drive.

Academy Faculty and Speaker Series: SAP Academy for Commercial Sales has five multilingual, multicultural faculty members teaching at the San Ramon, California, campus. All faculty members were hired from within SAP and each brings years of experience to the classroom, including expertise in areas such as sales and presales, business operations, inbound marketing and field sales enablement, as well as coaching expertise.

In addition to the collective knowledge and experience of the faculty, SAP's academy associates benefit from the speaker series in which top SAP sales executives and internal and external subject matter experts from around the world share their knowledge, insights and advice.

These events serve to provide associates the opportunity to engage with the broader sales community and build their network. Additionally, this exposes sales leaders to the talented Millennials and culture of SAP's academy and has helped to create hundreds of champions around the globe to help the company break down barriers at SAP as this new generation enters the field.

Digital Sales Motion: The SAP Academy for Commercial Sales teaches entirely new and innovative sales methods to associates. As all of them have a wide spectrum of customers, it is important to manage their time efficiently and engage with customers in new ways. Sales cycles are managed semi-virtually through either customer-oriented videos or the use of a virtual studio that lets the associates manage several customer meetings a day.

The use of digital media is an innovative way that not only supports with the increasing numbers of manageable sales cycles but also provides ways to set apart from a regular sales representative and show innovation live.



The expected outcome of the digital approach is to increase the associates' productivity and reduce the time to revenue. The results are proven and nearly instantly visible. (Refer to the Measurable Benefits section for numbers.)

Delivery of the Program

Associates start out in their home market units, participating in the onboarding phase called "pre-academy." During this phase, they take part in weekly virtual calls to get ramped-up in logistics, learn the basics of SAP and the academy and begin to build relationships with their sales mentor and future sales teams.

Following pre-academy, classroom activities take place at the training facility in Silicon Valley, California, where associates come together for the unique opportunity to learn and grow as members of next-generation sales leaders.

As explained throughout this application, the SAP Academy for Commercial Sales is delivered using a "learn/apply" approach in which classroom learning is complimented by periods of closely integrated (i.e., highly relevant to topics learned), "hands-on" training in the field. Following the classroom learning, associates go back to their market units to work closely with their assigned mentors on recommended field activities designed to build key sales "muscles."

Throughout the program, associates have the opportunity to demonstrate what they have learned through various presentations and assignments. They are assessed by their managers, sales mentors and faculty via a robust performance management approach with centers on:

- Building critical professional and sales competencies.
- Direct and frequent feedback and coaching.
- Fostering a "laboratory environment" where associates are encouraged to fail early and often to maximize their learning.

Other keys to the program's delivery include:

- Early designation for future role assignments, allowing CSEs to be better prepared for their specific role upon graduating from SAP's academy and to take specialized training in the last months of the program



- Academy associates also work closely with an experienced sales mentor for added support and engagement with the field and customers during their academy training.

The classroom curriculum includes four pillars organized according to SAP's sales cycle methodology:

- **Communications and Self-Development** — Skills and tools to engage customers with compelling presentations.
- **Business and Technology Acumen** — Finance and tech skills for a successful sales career.
- **The Corporate DNA** — Focused on the breadth of SAP's solutions and product offerings.
- **Sales Skills, Strategy and Process** — Skills to navigate the sales process.

There are a number of challenges inherent to running a global program of this size — especially one made up of an international cohort that includes members who are often inexperienced in business and who represent dozens of different cultures around the globe.

In addition, SAP's academy's main objective — to develop the next generation of sales leaders — represents a significant shift within SAP culture. SAP's academy is infusing its sales force with generational and gender diversity at a pace never seen before in SAP's organization, which poses many new challenges and opportunities.

The following is a list of innovative steps SAP's academy has taken to both meet challenges head-on and, in some cases, pre-empt obstacles to ensure the academy's success:

Addressing Cultural Shift in Workforce through Close, Collaborative Relationships with Sales Leaders Across Every Market Unit Around the Globe: SAP is at the forefront of a significant cultural shift; and as with any change effort, this requires early involvement and close collaboration with the teams being impacted.

SAP's academy has involved sales leaders in key events, from annual demand planning and recruiting decisions, to participation in academy evaluations to experience what the associates are learning and the innovation SAP's academy is teaching first-hand. Every opportunity is taken to include the field in the program, from their participation in key



academy events such as capstone presentations, to guest speaking engagements and keynotes, to supporting the associates as mentors.

These relationships have been key to preparing the associates for a smooth integration into the field and increasing their productivity from Day One.

- 1. Infusing New, Innovative Sales Techniques into Regional Sales Teams Who Have Traditionally Operated Very Differently:** Upon graduating, associates leave SAP's academy with skills and methods not commonly used in the home market units. The expectation is that they will demonstrate thought leadership in their sales teams by promoting these new ways of engaging with customers and solving business challenges.

To overcome this challenge, SAP's academy invested significant efforts in socializing the academy curriculum by spending time with market unit leaders and explaining the value associates can bring to their teams and the organization as a whole.

- 2. Develop Global Cultural Awareness from Day One:**

- Associates are hired into their regional market units alongside sales teams who have largely focused on selling within region. As SAP knows, the world is getting smaller and customers of any size have a global footprint. To more effectively communicate and empathize with the customer base, the associates are trained from Day One to have a global "native" mindset.
- All associates come together for one month of the program in California. They are organized into multicultural teams for activities and presentations so they can build their cross-cultural collaboration skills.
- SAP's academy has partnered with an experienced and proven vendor to effectively infuse cultural awareness into its entire curriculum.
- SAP's academy emphasizes content and methods that are globally applicable while also teaching strategies the associates can use to attune these learnings to their local customs.
- SAP's academy has built a diverse faculty that is culturally aligned to understand the associates' personal and professional needs and maintain a proactive approach to keep trainings updated and culturally relevant.

3. Scaling the Small Team to Provide Associates with the Direct, Frequent Feedback They Expect to Accelerate Their Performance:

- SAP's academy implemented "pod coaching" for groups of four to five associates and facilitated by one of the trained staff members. This approach allows associates to learn from and be coached by their peers while also gaining a greater sense of empowerment, increased engagement and accountability
- Six months is a relatively short amount of time to develop Millennials with little to no sales or professional background into productive members of the sales and presales organizations. To ensure their full accountability in this learning journey and maximize their growth and development, SAP's academy has established a rigorous performance management strategy.
- Associate performance is evaluated frequently throughout the program by their managers, the faculty and their sales mentors, as well as experts from the field. Evaluations take place at key points throughout the program, including classroom presentations and group activities. A defined competency framework is leveraged using uniform evaluation techniques and "performance calibration" meetings to ensure rigor and inter-rater reliability.

4. Building a Dynamic Curriculum that is Attuned to Millennials with Minimal Business Experience: Traditionally, SAP sales training curricula were designed for experienced new hires. SAP's academy quickly realized that this would not serve its audience. The mission became attunement — attuning all class content and resources to be in alignment with best practices and "what works" with Millennials. In addition:

- SAP's academy hires associates new to SAP and new to corporate culture. Many are inexperienced in things from basic business writing to sending emails or creating basic presentations in applications like PowerPoint.
- SAP's academy has built a curriculum to "meet them where they are" and build this foundational knowledge while simultaneously helping them develop new sales competencies.
- SAP's academy has created a multi-dimensional learning experience, designed to maximize collaboration, engagement and consumption of content for the millennial audience. Methods employed include peer



evaluations, whiteboarding, design thinking and pod coaching in which three to five peers work together in a safe environment to coach one another on real-life challenges.

- SAP's academy continually reviews and enhances its curriculum to stay up to speed with the dynamics of the industry, SAP's evolving go-to-market and product offerings and developments in the marketplace.

The change management approach was well-documented and prepared prior to execution. SAP's academy believes its success can be attributed to the following key activities:

- Visible executive sponsorship and a well-defined charter.
- Alignment with regional leadership to set the tone, vision and strategy for everything that SAP aimed to accomplish. As mentioned earlier, close, collaborative relationships with stakeholders from early on in the program are critical to getting the buy-in and building the trust and credibility needed to integrate this new generation into the workforce.
- Regular and consistent guidelines, processes and communication among all stakeholders, from demand planning through field integration of "graduates" of the program and into years two and plans of their tenure at SAP. This includes all areas of the business that need to work together to positively impact this shift in the salesforce, including sales, HR, operations and finance.
- Reliable, objective, quantifiable data is fundamental to building trust and credibility with the sales organization, including being able to demonstrate the correlation between performance in SAP's academy and in the field.

Measurable Benefits

Thanks to careful planning and execution, SAP's academy achieved its objectives while also making a significant business impact on the organization. Below are some of the more quantifiable measurements for the Academy program:

- **During the Program** — Associates are heavily focused on building demand generation skills and are given pipeline generation targets. The two most recent groups of associates that completed the program generated a combined €67 million.



- **Post-Program** — SAP Academy for Commercial Sales graduates contributed significantly to the success of the organization and performed very well against the KPIs listed in the Needs section above.
- **Deals Closed** — The last two groups of associates closed a total of 608 deals.
- **Time to Revenue** — Over 90% of the associates closed a deal in their first quarter on the job.
- **Revenue Generation** — The last two groups of associates generated a total revenue of €17 million.

Participant Satisfaction Rating (2017):

Associates provide anonymous survey feedback for the “during program” KPIs of Participant Satisfaction. SAP’s academy has scored very highly across each of these participant KPIs, which are scored on a 5-point scale. The goal was to achieve a score of 4.0 or better for each category. The 2017 results were:

- Overall program experience: 4.6.
- Faculty satisfaction: 4.4.
- Classroom satisfaction: 4.4.

Beyond the Numbers

SAP’s Academy for Commercial Sales also helped further diversify the organization’s culture and SAP is now better prepared to help customers meet new challenges in the marketplace.

SAP’s academy has attracted a globally diverse pool of top talent and 45% of those associates are women — well above the 25% industry standard.

SAP’s academy also has built strong credibility and trust with SAP’s sales executives, who have come to view the academy as a trusted pipeline for talent as they build their salesforces.

The program has grown to serve as a mechanism to drive impact and change pervasively throughout the market units, making them more innovative, customer-centric and Agile. The graduates’ breakthrough thinking, simplicity and bold approaches have accelerated innovative sales approaches and ideas with SAP’s customers.

Overall

SAP's academy has learned many lessons from the implementation of the academy program — especially when it comes to unleashing the talent of Millennials:

- **The Power of “AND”** is what happens when businesses combine the innovation and unique perspectives of the early talent with the wisdom and experience of the sales colleagues. This is what will fuel the cultural shift taking place within SAP and within organizations around the globe.
- **Listen to What Millennials Are Saying, and What They Are Not Saying.** Observe them in action and watch how they work. Be curious and ask questions that go beyond the surface.
- **Create an Environment of Trust and Communication.** Early talent tend to challenge and question; therefore, create an open environment of trust to understand their point of view. At the same time, managers must be clear about expectations.
- **They Don't Fit Into the Traditional Sales Model or Box.** Millennials are sponges — they understand much more than you might give them credit for.
- **Be Transparent and Authentic.** Millennials quickly sniff out the inauthentic and insincere. They respond well to direct and honest communication and feedback.
- **Most Early Talent Are Highly Motivated to Make a Difference.** Understand their motivations — professional, financial and personal.
- **Pick Your battles.** Entitlement is a common Millennial stereotype. Understanding what's driving the feeling of entitlement and dealing with the root cause often result in productive outcomes for all.
- **Leverage Early Talent Strengths and Innate Leadership Abilities.** Give them opportunities to be challenged and stretch outside their comfort zones.
- **Create Opportunities to Build Their Personal and Professional Networks.** Hyper-connected to resources and information, this group is fueled by connecting with others.
- **It's on Them:** Their personal growth and professional journey is their responsibility, but with support and trust they can achieve far beyond the expectations.

SAP's academy also has learned many other important lessons about overall program management. First and foremost, there is great complexity in running such a large



program and executing daily with precision under such rigorous conditions — but despite the challenges faced, there is a certain beauty in the way SAP’s academy managed to blend the art of program implementation with the complex daily logistics needed to keep things running.

When creating a program of this size and scope, businesses will encounter serious challenges and roadblocks. However, SAP’s academy always has viewed them as opportunities to grow, shape, and develop its story and became stronger through the process.

SAP’s academy has also learned to say “no” to what no longer serves it and what doesn’t work so that it can open up space for what is available to say “yes” to new opportunities.

Lastly, it’s important to be in a constant state of reflection and renewal and to know this level of continuous improvement is key to creating a program that will ultimately serve SAP and its customers.

SAP’s academy is a main pillar of innovation at SAP — innovation that is both game-changing and culture-shifting. It is a catalyst for change and it has the power to influence and shape the culture of SAP. The academy has only scratched the surface of what’s possible and it is excited to see where this journey leads and what happens when people collectively act with integrity, lead with empathy and believe that everything is possible.

Over the next few months, SAP’s academy plans to grow its program to adapt and respond to changes in the industry and customer base, as well as to meet the needs of SAP’s evolving workforce demographics. The plan is to double in size by including the upper general business of SAP’s mid-market segment and expand the program to the partner space to involve SAP’s ecosystem and the responsible partner sales representatives to support a better alignment between SAP’s and the partner’s sales force.

The curriculum will continue to develop to support customers’ needs around SAP S/4HANA, SAP’s next generation business suite that enables companies to reinvent business models and drive new revenues and profits. This digital core empowers companies with real-time visibility into all mission-critical business processes and processes around customers, suppliers, workforce, big data and the Internet of Things. This integrated system enables business leaders to predict, simulate, plan and even anticipate future business outcomes in the digital economy. SAP’s academy wants to ensure its associates are equipped to advise customers on how this digital core can help



them with their own digital transformation from legacy and outdated systems to new technologies in the cloud.

The inaugural class of the SAP Academy for Commercial Sales has just embarked on their rotational phase and the academy was set to welcome the CS academy's fourth class in July.

Moving forward, SAP's academy will continue to create new learning methods and programs that harness the creative talent of all of SAP's young associates to better meet SAP's customers' needs.



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