

SAP's Presales Best Run Demonstrations Increases Wins

SAP

Best Results of a Learning Program

December 2018



Company Background



Company-at-a-Glance	SAP is the world leader in enterprise applications in terms of software and software-related service revenue. Based on market capitalization, we are the world's third largest independent software manufacturer.
Headquarters	Walldorf, Germany
Year Founded	1972
Revenue	€22.06 billion
Employees	88,500-plus in 130-plus countries.
Global Scale (Regions that you operate in or provide services to)	Worldwide operations in all regions (North America and South America, Asia Pacific and Japan, Australia and Europe).
Customers/Output, etc. (Key customers and services offered)	378,000-plus customers in more than 180 countries. From pioneering ERP software to new offerings like the SAP HANA in-memory computing platform, SAP innovation goes beyond software — it's developing breakthrough technologies that shape IT and business trends.
Industry	Software
Stock Symbol	SAP SE (XETRA – Frankfurt Stock Exchange)
Website	www.sap.com

Budget and Timeframe

Budget and Timeframe	Three years
Overall budget	\$500,000
Number of (HR, Learning, Talent) employees involved with the implementation?	3
Number of Operations or Subject Matter Expert employees involved with the implementation?	5
Number of contractors involved with implementation	0
Timeframe to implement	Six months
Start date of the program	January 2015

Business Conditions and Business Needs

As the market leader in enterprise application software, SAP is at the center of today's business and technology transformation. SAP software, platforms and services are designed to enable companies to run effectively and successfully manage their digital transformation. A global organization serving 378,000 customers in 180-plus countries, SAP is guided by a vision to "help the world run better and improve people's lives" with an overarching strategy to "be the most innovative cloud company."

In 2015, as SAP deepened its strategic move to cloud products and services and a focus on helping customers with their technical transformation into the digital marketplace, executive management determined improvement was needed across the following key performance indicators (KPIs) to continue profitability and attain desired market share:

- **Increase Sales Revenue Growth** by at least 25%.
- **Improve Win Rate** (ratio of wins to losses) by at least 25%.
- **Increase Unique Opportunities** (separate deals) won by at least 25%.
- **Grow Pipeline Value** (total potential revenue from prospective deals in the sales pipeline) by at least 50%.
- **Grow Pipeline Opportunities** (total number of potential deals) by at least 50%.

As SAP began to double down on its cloud strategy, leaders across the company looked for ways to increase their effectiveness at executing on this strategy. SAP presales was



especially focused on the cloud. Presales partners with sales in bringing in new business, with a focus on showing customers and prospects how SAP's software and platforms can help them overcome business challenges and advance their strategic objectives. As such, presales is critical to company growth — contributing to a significant share of total annual revenue.

Presales leadership thus looked closely at potential improvements in sales performance and especially closely at a recent reduction in win rates and booked revenue per presales specialist. Based on field leader feedback, product and solution demonstrations needed to be more effective at communicating product benefits, reflecting customers' concerns and clearly differentiating SAP from its competitors. Not coincidentally, presales not only lacked uniform training around demonstrations (or "demos") but training that was provided came from various vendors in different regions around the world: the same vendors teaching the same techniques to many of SAP's competitors. Leadership realized that to show SAP's unique value across industries and stand out from the competition, the company needed to provide its own demo training tailored to SAP products and services delivered consistently around the globe.

To ensure that this new training program would provide the most relevant and impactful training to participants, resales leadership mandated two needs analyses:

1. **Business and Performance Needs Analysis** — With the help of an internal analytics team, presales leadership conducted a business performance analysis using customer relationship management (CRM) data with a focus on the KPIs that executive management had determined as vital to the success of SAP (listed above).
2. **Learning Needs Analysis** — The presales learning team was asked to evaluate learning needs around demos and then identify and execute on an appropriate course of action. They interviewed:
 - **Presales Senior Leadership** — The global vice president and regional leaders gave input on the strategic role and direction of presales specialists and how to keep them relevant.
 - **Presales Managers** — Across regions, managers were interviewed to identify gaps in team members' ability to interact with prospects and effectively demo software, including "soft skills" such as presenting, listening, storytelling, value messaging and technical explanations.
 - **Sales Managers** — These partners offered their perspective, as well on how effective presales specialists were in engaging customers, discussing digital transformations, communication and demonstrating products and services.
 - **Presales Specialists** — Target learners also were surveyed on self-perceived strengths, weaknesses, competencies, requirements and priorities.

After evaluating the results of the needs analysis, the learning team established goals for the new demonstration program — to improve five key knowledge and skill competencies identified as critical:

1. **Articulating Business Value and Differentiating from the Competition** — Focus on customers' business benefits, articulate an accurate point of view and describe the unique capabilities of the SAP solutions.
2. **Delivering Memorable Presentations** — Accelerate presales using visual aids, software, tools and conversational techniques.
3. **Speaking the Business Language of the Customer** — Apply a judicious mix of business and technical knowledge to advise customers.
4. **Mastering Digital Transformation** — Understand the SAP strategic digital business framework and use it to guide every customer's digital transformation.
5. **Handling Questions and Objections** — Leverage active listening, empathize with the audience, questioning, conflict resolution and negotiation.

Feedback also uncovered that prior learning programs were unsuccessful at driving adoption of new skills post-training. Presales leaders felt that having the specialists' managers attend the training alongside them could be the answer: Managers could understand the required skills, observe their team in a workshop environment, provide individual beneficial feedback and then use these experiences to help reinforce skills adoption back in the field and in front of customers.

Equipped with these insights and goals, the presales learning team set about to develop a solution. There were just two hitches: first, they had only a few weeks to develop and pilot the program. Second, the team was brand new and made up of just two veteran presales directors with dozens of years of field experience but no L&D experience. Passionate about empowering their global colleagues and determined to succeed, however, they would go on to develop one of the most impactful learning programs their organization had ever seen.

Here is their story.

Overview

Best Run Demonstrations (BRD) is designed to help presales specialists effectively deliver software demonstrations to customers and prospects. Complementing a wide range of product knowledge or technical skills training, Best Run Demonstrations focuses on the soft skills critical to demo success with learning centered on a three-day, on-site workshop. Participants bring a current sales opportunity to the workshop for expert guidance on how to improve their delivery, value messaging, memorability and more throughout the three days. They practice presentations skills, selling skills and



demonstration techniques, receiving feedback from instructors and peers. The final workshop deliverable is an “in-role demonstration” during which participants practice and apply the concepts learned, presenting to a “customer” role-played by their manager and get feedback from their manager and the workshop instructor.

Complementing the in-person learning are prework eLearnings that prepare the learners with background knowledge on presentation, selling and demonstration skills and learning reinforcement messages that highlight key course concepts. For example, one eLearning covers how to speak effectively in public; after the workshop, a reinforcement email summarizes these public speaking elements and asks learners to share their experiences using these new skills through a social learning platform.

To date, Best Run Demonstrations has reached more than half of the presales organization worldwide and made a tremendous business impact. A data analysis of SAP CRM data taken from 2015 and 2016 and verified by an independent data analysis research firm indicated that BRD participants helped to significantly improve the key KPIs identified above:

- **Sales Revenue Growth** — 138% increase (beating the SAP company goal of 25%).
- **Win Rate** — 171% increase (versus goal of 25%).
- **Unique Opportunities Won** — 150% increase (versus goal of 25%).
- **Pipeline Value Growth** — 143% increase (versus goal of 50%).
- **Opportunities in Pipeline Growth** — 167% increase (versus goal of 50%).

This much improved performance, most of it related to cloud product deals, yielded an additional \$3,600,500 in revenue, generated a return on investment of 360% and contributed to SAP increasing cloud revenue by 31% from 2015 to 2017 (see details in Measurable Benefits).

At the time of this case study, all of SAP presales uses BRD for new-hire demonstration training and demo-training reinforcement. Additionally, two organizations outside of presales now use BRD to train new hires: SAP consulting services and industry value engineering.

Design of the Program

Presales learning collaborated with a variety of global and regional stakeholders and internal experts to gather insights and direction for the design and development of Best Run Demonstrations. Collaborators included:

- **Global Presales Head** — Shared the strategy and elaborated on vision and goals required for the presales force. Doing so helped to ensure direction was fully aligned with the overall company strategy.



- **Regional Presales Heads** — Provided guidance through a review of the program, shared pilot survey results and feedback and ensured alignment with regional goals.
- **Global Presales Leadership** — Provided their endorsement and agreed on business impact metrics to ensure alignment with business strategy.
- **Core internal presales experts** — Vetted the workshop agenda and contents, ensuring inclusion of realistic topics, processes and methods for maximum impact.
- **Content Developers** — Meetings with these subject matter experts (SMEs) ensured that content was flexible, interactive, consistent and met learner requirements.
- **Pilot Teams** — Internal colleagues helped test the program, measured its effectiveness and notated potential refinement areas.
- **Review Teams** — Internal and external experts and presales management helped review the pilot and provided guidance for revisions.

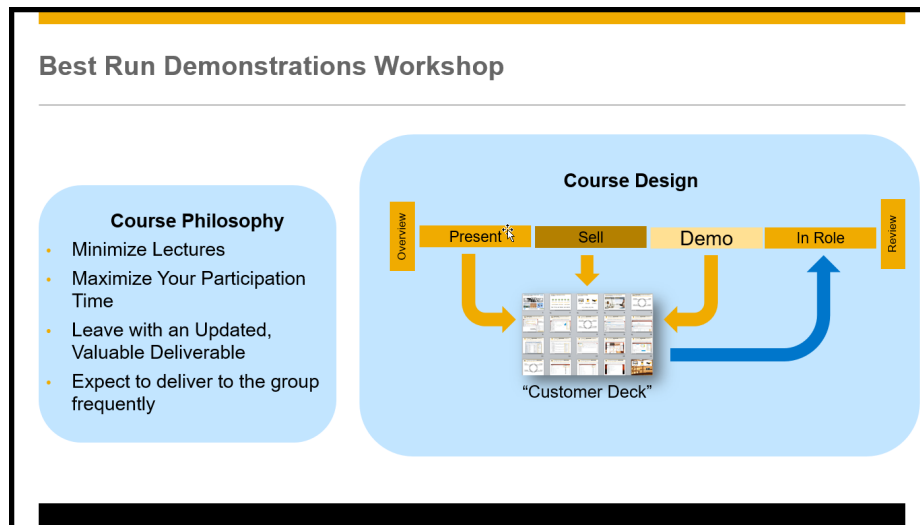
Guided by the above collaborations, the presales learning team first established a set of principles that continue to guide the program's deployment:

- Build a competence-based enablement curriculum and framework to accelerate and meet the program's objectives.
- Focus on challenging interactivity that motivates participants to try new techniques.
- Integrate opportunities for participants' managers to observe behavior and give feedback to set up patterns of success for when these managers would reinforce key concepts back in the field and in front of customers.

Within these principles, the team then collaborated with the stakeholders listed above to develop program content, which was designed to address the five identified learning needs. The main content for the BRD program was developed in a little more than two weeks by the two learning directors with help from two additional SMEs and integrated into a three-day program equipping presales specialists with the concepts, skills and tools to effectively present SAP software solutions to a customer in a way that the customer can understand the business relevance and value to their organization (see Overview below).

The workshop is highly interactive ("get up early and often"), enabling participants to practice new skills and learn from their failures in a safe environment. Six elements — evolving a demo presentation (customer deck), developing skills in three areas, a culminating demo and manager participation — are detailed below:

Figure 1: Best Run Demonstrations Workshop



Source: SAP

1. **Customer Deck** — Presales specialists typically have a PowerPoint presentation called a customer deck or golden deck that they have developed for most of their customers. But these decks are typically very technical and not as effective in persuading a customer to change their minds. A key facet of BRD is that all learners bring their standard customer deck to the workshop with the goal of modifying and improving it over the three days as they learn and incorporate new concepts and skills. They conclude BRD with a customer deck richer in persuasive and memorable content.
2. **Presentation Skills** — The learner understands how to be more effective in front of an audience, by projecting warmth and power and mastering four capabilities: Body Language, Eye Contact, Gesture and Speaking Voice (BEGS). Learners practice right away, giving a five-minute impromptu story in front of the group with in-the-moment feedback from facilitators. Another aspect of presenting is handling objections. The two workshop slides below illustrate how concepts are presented and then practiced and integrated into the customer deck right away, making BRD highly practical and its learning “sticky”:



Figure 2: Handling Questions and Objections Workshop

Presentation Skills
Handling Questions and Objections

Listen to the Objection

Say it Back to the Prospect

Explore the Reasoning

Answer the Objection

Check Back with the Prospect

Redirect the Conversation



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Internal

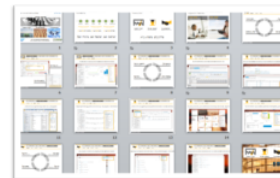
Presentation Skills
Handling Objections – Workshop

Step 1 (10 minutes)

- Take your “Golden Deck” and add a slide for “Objections” that you have received in the past or expect to receive from your prospects
- Think about how you would answer an audience member for each of these objections.

Step 2 (10 minutes)

- Pair up with the person next to you
- Have him read one of your objections
- In role, practice saying your response to this objection. If you are the audience ask some follow on questions that really test the skills of your presenter.



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Internal

Source: SAP

3. **Selling Skills** — A key mindset switch for this highly technical audience is focusing on the importance of “why” (value) versus the “what” (feature/function). In one exercise, each person must convince the class to buy something simple like a pen. They learn it’s not the pen (ink, plastic and clip) people buy but what they can do with the pen (write love letters, sign contracts, communicate visually, etc.). Another area of focus is how to employ stories to convince people to change. A convincing story follows a framework of a clear background, a relevant journey, specific challenges along the way, the changes that came about during the journey and the conclusion. And stories need to be specific and relevant to the demo.



Figure 3: Short Presales Stories Exercise

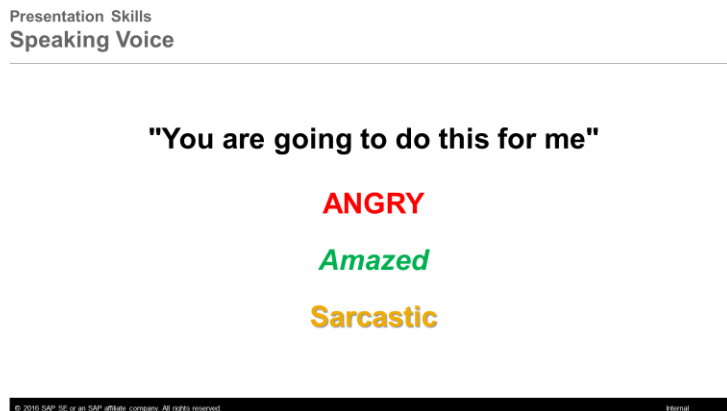


Source: SAP

Learners practice delivering short presales stories and get feedback from facilitator and peers.

They also practice really using their voices, guided by this fun exercise:

Figure 4: Speaking Voice Exercise



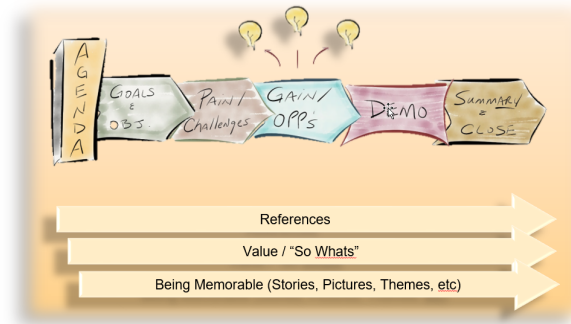
Source: SAP

- Demonstration Skills** — A big “aha” moment for many learners is the discovery that demos are both an art and a science with a specific success formula which includes sharing successful customers who have used the solution, describing specific value the solution can deliver and creating a “Day in the Life” experience for the customer of what their future state would look like. Thoroughly reviewing this formula above is central to this skills module.



Figure 5: Demonstration Success Formula

Let's Review the Formula...



Source: SAP

Also featured in the demonstration skills module are techniques to make a demo stand out and be more memorable than the competition, such as providing a clear roadmap and spiking the demo with interesting and challenging highlights. BRD participants are also encouraged to leverage brain science such as the impact of activating the limbic system (which triggers retention) by eliciting emotions (see slide at right).

Figure 6: Techniques to Make a Demo Memorable

Demonstration Skills

What's the key to being memorable?

We MUST target the audience's *Limbic System*



- Seat of all emotion and motivation
- Interface between memories and feelings
- Helps create new memories
- Involved in learning

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Internal 5

Source: SAP

To encourage follow-up reinforcement, content guides learners on how to find examples of “limbic openings” in an online repository (see below).



Figure 7: Encouraging Follow-up Reinforcement Example

Demonstration Skills Got Limbic?

Search "Limbic Openings" in Customer Asset Repository (CAR) →

The screenshot shows the SAP Demo Asset Catalogue interface. The search bar contains the text "limbic opening". The results list several assets related to "Limbic Openings", including presentations and competitive strategies for various industries like Manufacturing, Customer, and Sports. The interface includes filters for Asset Type, Industry, Line of Business, Market Category, Region, Market Unit, Language, and File Type. A red box highlights the search input field.

Source: SAP

- In-Role Delivery** — To conclude the workshop, learners test-drive their new skills and updated customer deck in a 30-minute demo to a “customer” (role-played by their manager). Learners observe and learn from peer presentations. The manager and facilitators use a score sheet (see below) to evaluate each demonstration, also providing oral feedback post-demo. Learners use the score sheet post-workshop to focus reinforcement on areas identified for improvement.



Figure 8: Learner Demonstration Evaluation

SAP **Demonstration Evaluation**

Presenter _____

Evaluator _____

Section	<i>Attempted</i>	<i>Some Success</i>	<i>Hit the Mark</i>	<i>Excellent</i>	Notes
Opening					
Limbic Opening					
Agenda					
Goals/Pains/Gains					
Start with Why - Business Benefits					
Product Demonstration					
Anchor Chart					
Demo Loop					
<i>Preview</i>					
<i>View</i>					
Software Demonstration					
Customer Reference					
Differentiation					
<i>Review</i>					
Value					
Closing					
Recap Benefits					
Summary					
General					
Body Language					
Eye Contact					
Gestures					
Speaking Voice					
General Comments					

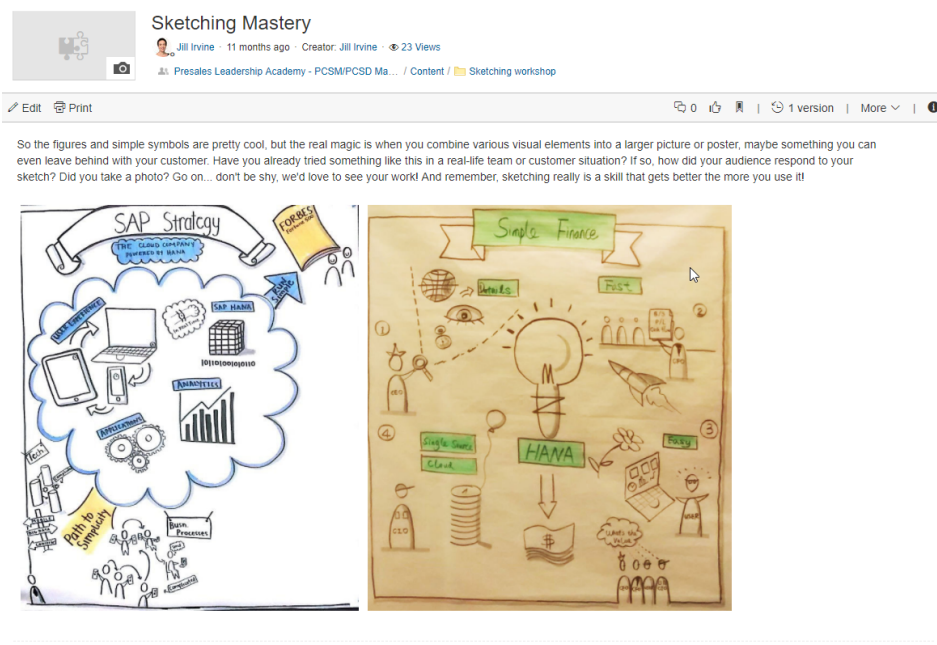
Source: SAP

6. **Manager Participation** — Post-workshop, it's easy to look past concepts that are new and challenging and revert to familiar practices. To help ensure that BRD skills are incorporated into field practices, presales specialist managers are required to also attend the training, in addition to their participation in the in-role demonstration review. Managers learn the concepts so they are more comfortable applying them to field situations and can incorporate cultural nuance, such as preferences for presentations that are more technical or more entertaining. Most importantly, managers can drive behavior change by requiring dry runs that involve new skills, giving feedback and rewarding success. They also can gain support from sales colleagues by emphasizing that these new skills will help to win more deals.

A three-day workshop pilot was first run in March 2015 with a group of presales specialists, managers and content developers to test the learning design, evaluate the effectiveness of interaction techniques and identify improvements. As a result of this pilot, the following alterations were made to maximize the program's impact, including:

- Adding a pre-workshop eLearning on handling objections.
- Reduced presentation material and increased group work and hands-on learning.
- Added reinforcement material to aid in key content application and practice once participants were back in their daily roles. In each of three months following the workshop, learners receive an email that summarizes the main sections of the training: presentation skills, selling skills and demonstration skills. The emails summarize the major points and direct the specialists to a collaboration page where they can share stories and examples about their experiences taking these new practices to customers. (In the example below, BRD graduates share their demo sketches.)

Figure 9: BRD Graduate Demo Sketches



Source: SAP

The workshop was then expanded across North America. Other regional presales leaders soon took notice of the enthusiastic feedback and results and within a year all regions across SAP (North America, Europe/Africa, Germany and Asia/Pacific) had adopted Best Run Demonstrations.

Delivery of the Program

Best Run Demonstration workshops were delivered globally by the presales learning directors responsible for program design and development. Serving as facilitators enabled them to evaluate what was effective and modify content on an ongoing basis. They also were able to gather examples of best practices from every country they visited and by the end of the first year they were able to share rich and varied best practice examples across the globe.

BRD workshops were scheduled through local presales leaders to ensure that every presales specialist who needed the training would take it. These presales leaders identified candidate attendees: new hires, newer specialists needing attention to certain skills covered during the workshop and/or experienced presales specialists who could benefit from a refresher. Class sizes were typically kept to 16 attendees to maximize facilitator/learner engagement and workshops were usually held on-site to minimize costs.



As word spread from enthusiastic local presales leaders to their peers and executive Presales leadership, Best Run Demonstrations gained steam and popularity. Presales delivered nine sessions in 2015 (North America, Ireland, United Kingdom, Mexico and Middle East) and in 2016 BRD became the gold standard for demo skills training in the remaining markets. That year, 12 workshops were held across North America, Southern Latin America, Australia, Southeast Asia, India, Africa, Russia, Nordics, France and Italy, reaching 216 learners. In 2017, a total of 15 BRD workshops were held across all the regions market units listed above, as well as in Spain, Poland and Japan, impacting a total of 201 learners.

The BRD delivery model evolved in 2016 when the learning team created a train-the-trainer BRD program to enable other presales experts across the company to deliver the training in their region. The approach is to invest in coaching and developing the regional person's facilitation skills. This also allows many of the workshops to be delivered in the local language rather than English and to customize content while saving on travel and related expenses for non-regional facilitators. The presales learning team continuously evaluates the effectiveness of these regional trainers via participant surveys and internal analytic tools. To date, 14 regional trainers have completed the program, delivering a total of 28 BRD workshops with related savings.

Change Management Efforts

A central challenge was getting managers to attend the training and participate as reviewers. Presales managers are busy juggling not only team management responsibilities but also interface with customers in support of sales activities. In the first year of running the workshops, managers would give last-minute excuses for not attending (such as customer visits). But presales leaders — under pressure from their market unit directors to help close deals and increase market revenue — observed that specialists who attended training without their direct manager had not adopted Best Run Demonstrations skills and practices. Seeing the value of BRD, they persuaded managers to attend and word-of-mouth communication to peers had a ripple effect. In addition, presales managers who did attend the training generally found they learned from the workshop and enjoyed their role and responsibility. Giving feedback was challenging and gave them further insights into strengths and areas of improvement on each of their direct reports. This, too, spread via word of mouth to other markets, reducing resistance and encouraging participation.

Presales market leaders became such believers that they also gave the presales learning team feedback when they felt post-workshop reinforcement needed to be increased. As a result, BRD incorporated a video reviewing tool called Allego to support field reinforcement. Following training, attendees have 30 days to submit a 10-minute video highlighting a new skill they would use in an upcoming customer presentation. The

facilitator then reviews the submitted video and gives feedback to help them improve their demo. Learner and manager feedback indicated that the effort put into making the video and the feedback received gave BRD graduates more confidence in their new skills delivery and feedback from presales leaders showed improved skills adoption.

In addition to the challenges above, the presales learning team — being new to L&D — had some lessons to learn and obstacles to overcome as well. Their training style initially was lecture-based because that's what they were used to from learning technical content, which required lots of details and memorization. They soon discovered that BRD attendees succeeded best with short bursts of knowledge followed by group-based or individual practice and delivery back to the class. To increase their own skills, they completed the ATD Master Trainer training.

The charter to make this a global training also challenged the facilitators and the content. In Western cultures, demonstration material must be visually pleasing and the audience expects to be entertained along with being technically educated. This approach was used in developing and delivering the trainings initially. The trainers learned when running the workshops in Asian cultures the customers expected the material to be more technical and flashy graphics were seen as distracting. Additionally, the Asian audience likes presentation styles that are subdued and run more in a lecture mode. The facilitators adapted accordingly.

Measurable Benefits

Results from Best Run Demonstrations indicate from multiple perspectives that the program is not only popular but also successful at driving measurable business outcomes. BRD is helping to support SAP's cloud strategy while strengthening the effectiveness of the Presales organization overall.

Approach

To measure participant reactions (Level 1), learners complete a survey at the end of the workshop. The survey collects an overall rating and asks specialists for feedback about whether the workshop achieved state objectives, course duration, balance between lecture and hands-on elements, facilitator effectiveness and likelihood to recommend to a colleague. The goal was to achieve a minimum rating of 4.0 (on a scale from 1 to 5), set by presales leaders, while gathering valuable qualitative measures that lend insight into the workshop's relevance and overall quality. Level 2 knowledge is not formally measured but facilitators review material at the end of each module to gauge general understanding and provide additional clarification and information as needed.

The workshop's in-role demonstration is the initial Level 3 evaluation, as the facilitators and managers assess how well learners have applied what they've learned during Day 1 and Day 2 of the workshops. The participant gets a comprehensive rated review with



specific feedback on what was successful and how skills could be improved. After the workshop, participants conduct regular demonstration review meetings with their managers, during which managers monitor the continued application of skills and behaviors learned during the workshop. The outcomes of these reviews are not collected formally but significant lapses in skills and adoption of new concepts stand out and are typically noticed and handled by the local presales leader.

Highly structured are Levels 4 and 5 evaluations. A range of quantitative data is drawn from the CRM, internal performance dashboards and business reviews with focus on the program’s business impact and ROI outcomes. Using these qualitative and quantitative measures, SAP is able to receive a complete picture of the program’s overall effectiveness and impact on the organization.

Results

These ratings not only exceed the goal of 4.0 from the outset but reflect ongoing improvement in course quality from the learner perspective. This is high praise from presales professionals, who like their counterparts in sales, tend to be critical of any training content.

Figure 10: Program Results

Year	# Workshops	# Participants	Rating/5.0
2015 (includes pilot)	9	163	4.4
2016	12	216	4.6
2017	15	201	4.7

Source: SAP

Level 4 analysis done by an independent data analytics firm reveals that Best Run Demonstrations has made a significant impact on the organization. To isolate the program’s impact, the analysis from May 2015 to December of 2016 compared the performance of 379 presales specialists who completed BRD versus 479 peers who did not participate. The difference in performance between the two groups is summarized below:

- **Sales Revenue Growth** — 138% increase (beating the SAP company goal of 25%).
- **Win Rate** — 171% increase (versus goal of 25%).
- **Unique Opportunities Won** — 150% increase (versus goal of 25%).
- **Pipeline Value Growth** — 143% increase (versus goal of 50%).
- **Opportunities in Pipeline Growth** — 167% increase (versus goal of 50%).

In addition, these same BRD graduates contributed to an average sales revenue increase of \$9,500 per participant, creating an isolated incremental value of \$3,600,500. This



revenue and the improvement in the above KPIs, most related to cloud product deals, contributed to SAP increasing cloud revenue by 31% from 2015 to 2017.

Return on Investment

To calculate the return on investment of Best Run Demonstrations, the following formula was used: $ROI = ((\text{Total Program Benefits} - \text{Total Program Costs}) / (\text{Total Program Costs})) * 100$.

Based on the \$3,600,500 in incremental revenue and training costs of \$782,700 (detailed below), BRD achieved an ROI of 360% for 2015 and 2016.

- Development costs (five SEMSs over two weeks based on standard salaries for these experts) estimated at \$50,000.
- Learner travel costs for 379 presales specialists to their three-day workshops at \$500 average travel cost per day total \$568,500.
- Facilitator travel costs for 21 sessions, two trainers per session, total \$63,000.
- Facilitator time costs over 21 sessions at \$1,200 per day totals \$151,200
- Total = \$782,700.

$$ROI = ((\$3,600,500 - \$782,700) / (\$782,700)) * 100 = 360\%$$

The team continued to measure Level 1 to Level 3 results throughout 2017 with similarly positive results. Level 4 results were not yet measured because sales cycles can take several quarters to reflect impact but similar outcomes are anticipated.

Back in 2015, the success of the newly created presales learning group hinged upon the acceptance and success of their first program to be rolled out — BRD. Over the past two years, BRD has become the gold standard for demo training for all regions, which have chosen to replace past vendor-delivered demonstration learning programs with BRD. And the presales learning organization has grown in size from a team of two people in 2015 training 163 participants to a team of five people who trained more than 1,800 participants in 2017. Presales learning also delivers eight soft skill workshops and facilitates three different multi-week leadership academies.

Overall

Key lessons learned from the implementation and ongoing management of the program include:

- Get the commitment from regional leadership so they will support the program as it is rolled out. SAP achieved this by first understanding their specific gaps in

presales performance, developing the BRD program to help fill those gaps and keeping them informed about results of the BRD program.

- Gather requirements from all regions as demonstration and presentation techniques vary by culture.
- Presentation and demonstration skills are good candidates for in-person learning. The participants can observe the trainer successfully demonstrate these skills and the learners benefit greatly from peer observation and interaction.
- In a workshop where participants learn presentation skills, learner adoption is best confirmed by having them go through a playback of skills learned. This practice helps the learner and the observation/feedback helps their peers.
- Virtual collaboration workspaces prior to, during and following workshops help make these programs successful. The presales learning team used the SAP tool called Jam for all the market unit collaboration spaces.
- Content in the workshop must be regularly updated. SAP is a technology company and technology changes quickly. And the SAP customer community expects change. All this adoption of change must be reflected in timely and relevant content.
- Manager involvement in observing in-role demonstrations and monitoring usage of learned skills is essential in field adoption of program concepts

The presales learning organization continuously engages with learners, managers, executives and stakeholders to further enhance the Best Run Demonstrations program's participant experience and their business impact. In 2018, SAP has more than 48 programs scheduled and anticipates impacting more than 1,000 additional learners, thus continuing to drive impact on KPIs most critical to achieving the company's strategy.

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