



## SAP Rebrands with New EVP & Real Stories

SAP  
Best Employee Value Proposition  
November 2017



### Company Background



Company-at-a-Glance	
Headquarters	Walldorf, Germany
Year Founded	1972
Revenue	22.06 billion EUR
Employees	84,183
Global Scale	Offers services globally; offices in more than 130 countries.
Customers/Output, etc.	SAP is a multinational software corporation that makes enterprise software to manage business operations and customer relations. The company has more than 340,000 customers in 190 countries.
Industry	Enterprise software
Stock Symbol	FWB: SAP and NYSE SAP
Website	<a href="http://www.sap.com">www.sap.com</a>

## Budget and Timeframe

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Overall budget	200K Euros
Number of employees involved with the implementation?	~20
Number of Operations or Subject Matter Expert employees involved with the implementation?	~15
Timeframe to implement	January 2016-August 2016
Start date of the program	August 2016

## Business Conditions & Business Needs

SAP is not a company with a recognized “sexy” brand, and many candidates know little about the firm or know it as a dull, bureaucratic B2B German software company. Unfortunately, SAP has to compete for the exact same talent as Google, Apple, and Facebook and needed a large-scale, global initiative to attract the best and brightest talent globally.

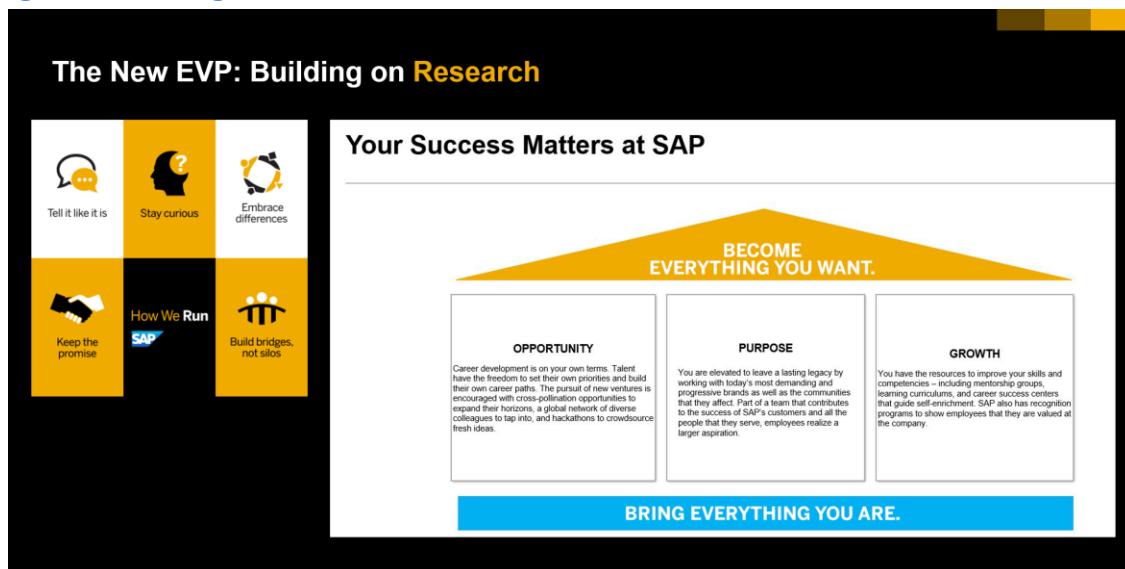
By early 2016, SAP leaders realized it was time to develop a new and refreshed Employee Value Proposition. So, SAP’s Global Employer Branding team partnered with SAP Global marketing to articulate a compelling EVP that aligned with the company’s growth as a leader in the cloud computing and acquisitions.

The team conducted extensive quantitative and qualitative research that consisted of 39 global EVP workshops in 15 countries; 33 were internal workshops, six were external ones. The workshops were narrowed into EVP attributes broken out by country/region and by SAP employees and non-SAP employees at all levels, including early-talent hires, mid-level management, and senior Professionals. The team also looked at what was a high priority/low priority and what was a strength of an offer in terms of employee and non-employee satisfaction levels.

In addition, the project team reviewed internal programs around vision/purpose, social listening, net promoter scores, and native insights for official SAP accounts on such sites as Glassdoor and LinkedIn.

The objective was to develop a messaging framework with a consistent global message that reflects what makes working at SAP unique. At a large, complex organization like SAP, internal alignment on any project is critical but especially this EVP project. The project team worked to constantly communicate progress to internal stakeholders in Human Resources and Global Marketing.

**Figure 1: Building on Research**



Source: SAP 2017

SAP's mission is to help the world run better and improve people's lives. It does so by bringing cutting-edge technology to life for some of the most influential companies in the world.

Thus, the company mission formed the basis for the new EVP, which makes it clear that the whole person and their life experiences matter and they bring a unique set of traits and skills to the job. The new message:

### **Bring Everything You Are. Become Everything You Want.**

SAP leaders know that success means different things to different people. Therefore, the company goes to great lengths to ensure that everyone who works at SAP has a chance to succeed. In turn, an individual's success and well-being leads to company success. The message is that inclusion and opportunity give current and future employees a reason to work for SAP and reflects its competitive advantage.



This EVP is the result of hours of research from questionnaires, workshops, candidate studies, student interviews, alignment to the SAP corporate vision, complementing SAP “How We Run” values, and alignment to SAP “Live” Business.

The EVP is important to SAP recruitment. It sets the tone, paints the picture, and authentically reflects what working at SAP is like. Employees’ stories speak to candidates more emotionally than stock images and are brought to life using digital and social marketing, advertising campaigns, events, and university recruitment.

## Design

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The goals for the EVP are to:

- Attract prospective candidates as well as current employees for retention and inspiration.
- Recognize SAP as an employer of choice.
- Demonstrate that SAP helps make possible each employee’s own version of success.

SAP loses talent to other companies because it is out of sight to the everyday consumer and hard to understand even for the most technologically-sophisticated engineers. While code is abstract and cold, SAP and its employees’ contributions are warm, inspiring, and universal.

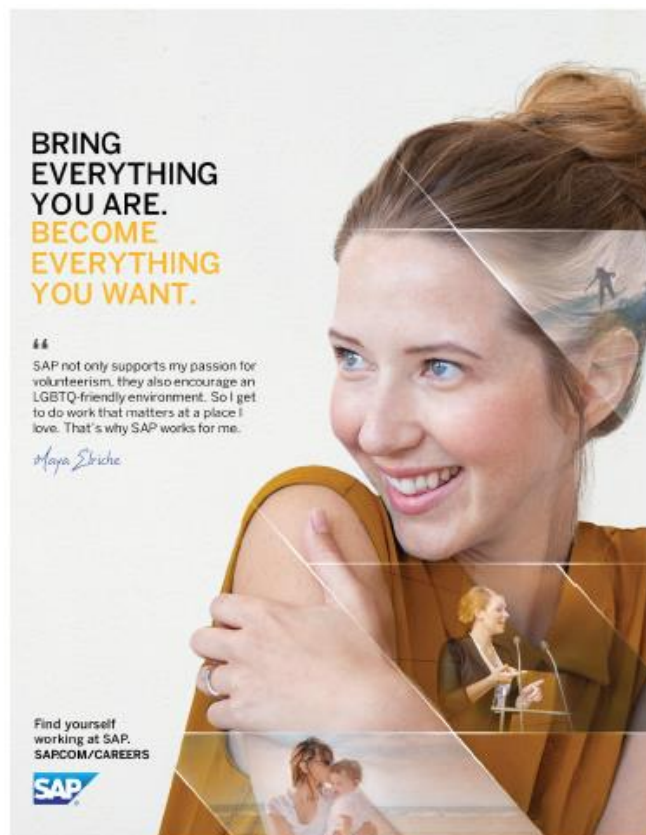
Capturing the experiences of SAP employees isn’t an easy feat because the company is large and diverse with more than 84,000 employees worldwide with different backgrounds and experiences. SAP’s EVP campaign is about making real employees the stars by capturing testimonials and including real moments from their personal experiences on what success means to them.

Figure 2: Real Employees with Real Stories



Source: SAP 2017

Figure 3: Careers Poster 1



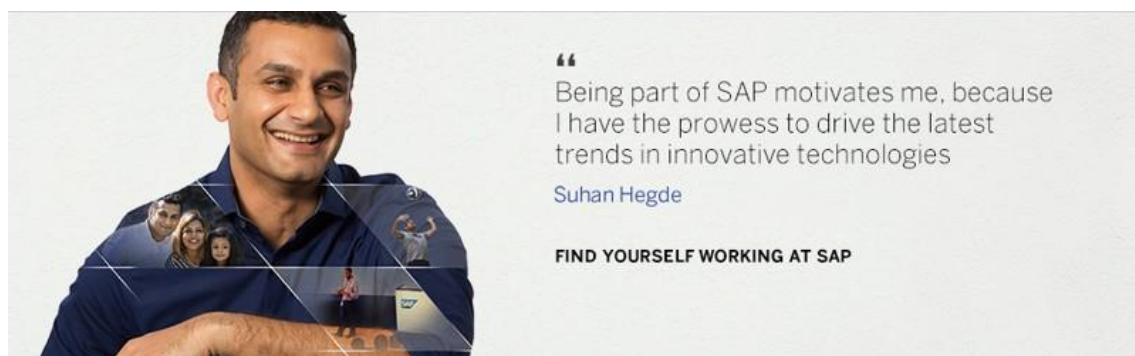
Source: SAP 2017

Figure 4: Careers Poster 2



Source: SAP 2017

Figure 5: Careers Poster 3



Source: SAP 2017

Figure 6: Careers Poster 4



Source: SAP 2017

Because EVP messaging shows that an employee's success matters at SAP, it was necessary to showcase how success happens. The project group reached out to such internal teams as Diversity & Inclusion, HRBP, SAP TV news, Communications, and Senior Leadership to nominate employees who have a powerful story and are proud to say they work at SAP.

Seventy-five employees were identified, and the Employer Brand team worked with them to schedule video and/or photo shoots, source personal photos of what success means to them, and decide on a quote. A real-time list of employees' features breaks them down by name, title, region, demographic, story, and where their creative information is

running to ensure diversity. An updated database helps identify gaps and opportunities to profile the diverse workforce SAP offers.

## **Design and Delivery**

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The new EVP campaign – Bring Everything You Are. Become Everything You Want – was launched in August 2016 and continues to create collateral with new employees every week. The campaign was set in motion with both Internal and external communications, including the internal portal, career sites, social media, news outlets, and job boards.

The communication plan was broken into three phases. Documents are housed in a secure platform available to anyone who has access.

### **Phase 1: Content Strategy and Development**

- Style Guide created.
- Photoshoots with employees. Tracking and identifying gaps/opportunities that align with overall company goals/objectives.
- Career sites.
- Social media, including Life at SAP channels (on-going posts, hero images, etc.).
- Employee profiles (blog posts, videos, etc.).
- Job Board branding (sized to spec for posts and hero images).
- Templates for booths, banners, email templates, digital assets both static and animated, cinemagraphs, signage, etc.
- Education/training materials, including webinars, recordings, FAQs.
- Training of internal creative-services team (e.g., Studio SAP).
- Internal nominations channel, criteria, governing board, etc.
- Ongoing development of templates that showcase a variety of employee stories, demographics, ages, departments.



### **Phase 2: Internal HR Organization**

- Messages from HR Leadership to all employees via email and Global All Hands calls.
- Presentations at internal HR events (HR Summit, Talent Acquisition Workshops, HR Experts call, HR Learning, HR for You, HR What's Next, etc.).
- Agenda on HR departmental calls to provide an overview, answer questions, and source nominations (Global Early Talent Recruiting, Executive Recruiting Leadership, TA EMEA, TA P&I, etc.).

### **Phase 3: Larger Internal and External Rollout**

#### **External.**

- Go live with EVP creative on career site.
- Go live with EVP creative on social media channels (Facebook, WeChat, Weibo, Twitter, YouTube).
- Go live with EVP creative on Social Job-sharing tools for recruitment.
- Go live with EVP for digital media buying campaigns for recruitment.
- Go live with EVP creative for brochures/handouts, booth designs, print/digital ads, billboards, email, videos, etc.
- Messaging focuses on introducing stories and creative designs to attract talent using EVP.

#### **Internal.**

- Message from Senior Leadership (Executive Board areas) that is customized to what it is, why it is important, and how the employees can participate.
- Global All Hands (internal broadcast to all SAP employees given by CEO and Executive Leadership).
- Posting of EVP on SAP Brand Tools, the channel that houses all official SAP brand tools, logos, templates, training materials, etc.
- Posting of EVP on internal JAM pages (D&I, SAP Strategy, SAP Marketing, etc.).
- Posting via internal newsletters (InsideBeat, Digitalist, etc.).
- Training/Workshop via Global People Week at SAP.

## Measurable Benefits

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Tracking, measuring, and optimizing EVP is important at SAP.

For external campaigns, the call to action is “Join SAP.” A unique tracking code measures all external digital media tracks clicks, visits, time spent, apply starts, subscriptions to SAP’s talent community, application starts, application completes, and hires by source. This tracking makes it possible to measure the impact the EVP year over year.

Since launch in August 2016, there has been an 88% increase in the number of completed applications in Q4 2016 compared to Q4 2015 even as the number of open jobs remained constant.

## Overall

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The project team conducted quantitative and qualitative research to understand employee and candidate perceptions and identify unique EVP attributes. Cross-functional teams reviewed key SAP initiatives such as mission, purpose, values, principals, and more to ensure strategic alignment.

A competitive, global SAP EVP was defined to support priorities and strengths that represent the company’s global scale. From this messaging framework, creative positioning/approach and innovative content were developed (style guide, templates, brand tips, etc.).

The HR team is always actively involved in identifying employees to profile and formed a cross-departmental and cross-functional EVP team. Many photo and video shoots captured dozens of employees, showcasing SAP’s diverse workforce. In addition, the HR team involved key stakeholders in rolling out the EVP via internal and external communication channels and implemented regular measurement of SAP’s attractiveness as an employer via established KPIs.

The rollout is a communications marathon that the team evolves to keep “Life at SAP” fresh, relevant, and authentic. Employee stories exhibit the people who help drive innovation at SAP and show off the benefits of working at SAP.



## About Brandon Hall Group

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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- Survey
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