

SAP's Learning2Go for Account Executives Increases Sales Won, Decreases Time to Deals

SAP

Best Advance in Unique Sales Enablement Technology

February 2020



Company Background



Company-at-a-Glance	SAP
Headquarters	Walldorf, Germany
Year Founded	1972
Revenue	€24.74 billion
Employees	98,000-plus in 140-plus countries.
Global Scale	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)	437,000 customers in more than 180 countries around the world. From pioneering ERP software to new offerings such as 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	NYSE: SAP
Website	www.sap.com

Value Proposition

Learning2Go is a fully integrated, multi-pronged enablement approach that uses the latest learning technologies to bring together SAP's virtual and digital learning offerings under a single umbrella, and to provide all employees with cutting-edge enablement — anywhere, any time and when they need it most.

Learning2Go's virtual/digital components includes:

- **Synchronous, Virtual Live Learning** — Highly interactive and engaging, instructor-led, training delivered to relatively small classes (up to 25 individuals) across a range of sales and soft-skill topics critical to achieving both sales-specific and company goals.
- **Asynchronous Digital Learning** — Includes virtual business simulations and massive, open online courses (MOOCs).
- **Microlearning** serves to compliment virtual and digital offerings and includes consumable videos, podcasts, Job Aids and flash drills (to name a few). Microlearning has been an extremely effective delivery method for just-in-time and moment-of-need learning, course follow-ups and best practice sharing.

Learning2Go and its underlying learning technologies it uses to orchestrate and deliver learning have revolutionized SAP's ability to efficiently develop and scale learning to a global audience while remaining highly flexible to include training that will help learners quickly meet the changing needs of the customer.

Over the past several years, SAP's leadership role has further intensified due to an aggressive growth plan and fundamental changes to the organization's core business — specifically, a shift from “On-Premise” to cloud software deployment (more commonly referred to as the “Digital Transformation”).

This shift was accompanied by a change of the company's overall strategy to a holistic “Digital Core” strategy and solution portfolio which has amplified the requirements for a more targeted and focused learning approach — how learning is made available, accessible and delivered to the end learner. A challenge that cannot only be solved by changing the way learning is created and governed, but how it is orchestrated and organized.

This strategic shift has also presented new challenges and opportunities, particularly when it comes to preparing SAP's sales force — those on the front line of customer interactions — for success in the “Digital Age.”

Gone are the days of traditional sales discussions. Customers now look for (and, indeed require) an innovative partnership with SAP's Account Executives (AEs) — one in which

AEs provide new ideas for business improvements and help guide customers to a digitally enabled business as quickly and cost-effectively as possible.

During this time — just as with previous times of strategic and/industry change — SAP's leadership team has looked to the sales enablement organization to build learning fit for the Digital Age; a new and agile learning approach that would:

- Help AEs meet customer needs
- Increase sales performance across all sales roles and KPIs
- Decrease training costs while, simultaneously, increasing participation and business impact

SAP's efforts to meet these challenges have amounted to nothing less than a complete transformation of the organization's enablement approach (both for sales and non-sales related roles) — one that uses the latest learning technologies to orchestrate and deliver world-class virtual training and an ever-expanding catalog of digital offerings, forming an end-to-end blended enablement journey called Learning2Go.

Given the challenges set by senior leadership, SAP used a Design Thinking approach (or, "DT," which is a formal method to solution-based thinking that includes six phases: Understand, Observe, Define, Ideate, Prototype and Test) to assess the organization's needs and find a solution. A certified DT coach moderated and managed this process, which is outlined below:

First, SAP named the two key needs areas its solution would have to meet:

1. Business and Performance Needs
2. Learning and Program Requirement Needs

SAP then aligned with and interviewed the leaders of its five regional university teams and some 10-plus global sales leads to help identify the root-cause(s) of the issue. SAP also surveyed its sales audience, with questions such as:

- How can training be improved?
- How do people like to learn?
- How would people like to be informed about mission-critical training?
- How, where and when would people like to access training?

This mix of electronic surveys and interviews of SAO's target audience members gave the organization new understanding of a typical "day/week in the life of a sales rep." SAP also analyzed HR data to learn more about the organization's target audience including, age, location, sales experience and time with the company.

Design Thinking allowed for:

- Advanced needs assessment that included potential solutions and the verification of initial ideas (by management).
- Rapidly implementation of a new learning approach based on actual needs

Business and Performance Needs

SAP uncovered a variety of skill and KPI areas needing improvement, as well as sales operations processes to refine and standardize. The organization categorized findings into three sales performance “bundles”:

1. Prospecting and Demand Generation
2. Deal Qualification and Progression
3. Closing and Negotiation Skills

Management also required SAP's learning approach to be:

- Quickly scalable to a global audience
- Efficient in its development and delivery
- Flexible enough to expand to different sales-audiences across the globe
- Capable of driving global standards and change management efforts

And, while SAP had tremendous success with its virtual training programs — in terms of providing high-impact sales and soft skill training for a range of topics — the organization was missing three important elements:

1. A vehicle for providing baseline knowledge and understanding
2. A scalable follow-up mechanism to sustain learning and practice (e.g., business simulations)
3. A vehicle that allows learners to access learning anywhere (online and offline at any time (time of need) with any device (phone, tablet), while being stable, simple and quick to use

Learning Program Requirements

The research also uncovered a common desire among all learners (roughly 15,000-plus colleagues in sales and sales-related roles) for access to specialized training without the need to travel and lose time with customers.

Conclusion

It was clear that the implementation of new learning technologies was necessary to provide learners with a highly effective end-to-end learning solution — an approach SAP could use for sales and non-sales learners alike.

To best understand how the various Learning2Go offerings and consequent learning outcomes and gained knowledge are being used by the audience in the field, SAP turned to results provided by the Brinkerhoff Institute — gathered by interviewing colleagues that consumed Learning2Go's content:

- **Testimonial No. 1** — A seasoned Account Executive used Financial Acumen training to help close a \$7 million sale and stated that the courses helped speed up the sales cycle, increase his confidence in closing the deal and reduced the need for additional presales support or additional customer meetings.
- **Testimonial No. 2** — A Sales Executive new to the company used Negotiation Skills gained from the class “Negotiation in Action” to close two new accounts in the first two months on the job, stating that without the training the deals would have been less likely to close and would have involved more time and resources.
- **Testimonial No. 3** — A new Solutions Sales representative used the Deal Qualification training to avoid a bad deal, stating that, without the training, she would have pursued the deal for much longer and would have provided the prospect much more intelligence on solutions and technology, which, as she claims, was the prospect's objective from the start.
- **Testimonial No. 4** — A new salesperson who had joined the organization last year used Innovation Day to improve her sales performance. Prior to Innovation Day, Irene (real name withheld) used a fairly long and complicated set of PowerPoint slides during her sales pitches. Using content and lessons learned from the event, Irene was able to completely revolutionize her customer presentation. Irene's manager encouraged her participation in Innovation Day. They both agreed that Innovation Day might be a powerful “transformation” experience for her and help drive her success as a salesperson.
- **Testimonial No. 5** — A new employee resets the focus of his development plan to be more aligned with our corporate vision. Edgar (real name withheld) has been with the company for a year. He attended Innovation Day to learn more about SAP's 2020 strategy. By gaining a clearer understanding of SAP's vision and activities for the future, Edgar was able to re-affirm his commitment to learning and has aligned his development with the company's vision for the future. Also, because of Innovation Day, Edgar became especially interested in Emotional Intelligence and has just completed a subsequent virtual live training on the topic. He feels the training will allow him to broaden his experience outside of the tech sphere and allow him to learn to separate work issues from personal emotions — a competency issue that the Innovation Day experience helped him clarify).

Product or Program Innovation

Learning2Go and the distribution of its offerings is made possible through a variety of technological advances in the delivery of training; and while many individual innovations support the program, it is the combined, seamless integration of these technologies into a multi-pronged, virtual and digital end-to-end enablement journey that make up Learning2Go's greatest innovation.

The way this approach translates into real life is game changing:

- The journey of the learnings starts with the employee's intention to learn something new or to refresh his knowledge for a given topic
- Depending on the need of the learner, he/she can access a single location (the so-called "Learning Hub") to view all current offerings and learning assets of Learning2Go and select the assets that fit his/her need.
- When a learning asset is selected and accessed, the learner is redirected to the individual platform the learning asset is placed on. This may depend on the type of learning:
 - If accessing a microlearning such as a video or a one-pager, the learner will automatically be redirected to the asset on SAP's mobile-friendly video-based learning platform
 - If accessing a virtual live classroom, the learner will be taken to the registration page to select the session that fits his schedule regarding date and time.
 - If accessing a digital learning asset or business simulation, the learner will be taken to the learning asset directly (no additional click on the platform is necessary).

Especially important to highlight is that SAP orchestrates and organizes its learning assets based on intention of the learner, the moment of need and the nature of the learning asset. This means that each learning assets will be placed on the platform on which it has the best performance, delivers the best experience for the learner and fits the original intention The Learning Hub on which all available learning offerings are listed, is constantly updated and does additionally act as a community for best-practice and knowledge sharing; as a result, creating an additional medium of learning for each user.

This advancement has not only revolutionized the way SAP learners access their learning, resulting in the possibly easiest way to access learning inside SAP but has also led to an increase of total learning consumption. Additionally, it has positively influenced learner satisfaction along the whole learning journey from the goal of learning to the completion of the learning. Furthermore, it helped to improve various important KPIs for each

learning and Learning2Go itself. The results can be seen in the Measurable Benefits section.

Flexibility, Customization and Integration

The enablement journey described above is comprised of three main virtual/digital components, which together provide SAP with flexibility to customize and integrate the technology for a variety of uses, content types and target audiences.

Each learning technology allows Learning2Go to efficiently develop and scale learning to a global audience while also remaining flexible enough to include training that will help learners quickly meet the changing needs of SAP's customers.

This is especially important for SAP's sales learning audience who rely on Learning2Go programs for baseline knowledge and sustained learning across a range of topics — everything from soft-skill training to enablement on SAP solutions and selling techniques.

Important to highlight is the ability of Learning2Go to quickly address changing business and learning needs. This is made possible by the global orientation and alignment of Learning2Go, but also how the team is staffed and distributed regionally. The team is able to quickly create learnings with a high customization based on requirements outlines from various stakeholders. The below section on development methods will provide the reader with a detailed description of the process in place.

Development Methods

Another key innovation that propelled Learning2Go to its current level of success goes back to its initial design and development phase — during which time SAP used a Design Thinking approach (or “DT,” which is a formal method to solution-based thinking that includes six phases: Understand, Observe, Define, Ideate, Prototype and Test) to assess needs and find a solution as described in the first section of this application.

Based on the original design and development phase, Learning2Go continues to follow the below three guiding principles for development of each new topic that is added to the offering portfolio:

1. **Relevancy** — In terms of virtual and digital content and in the design of program components either globally for all sales (where global standards were driven) or to sub-sets of the sales audience, where specific training was needed
2. **Quality** — In all aspects — especially in our instructional course design and with regard to consistency in the execution and quality of SAP's facilitators and overall program delivery

3. **Visibility** — Of SAP's learning offerings, so those who need to enhance their skills in certain areas can easily find what they need on internal portals, community pages and learning offerings in SAP's Learning Management System

Additionally, SAP follows the following defined process steps:

1. Regional and LoB alignment
 2. Needs assessment
 3. Validation of topics
 4. Definition of learning asset requirements
 5. Development of learning asset
1. **Determine Learning Topics** — The first and ongoing phase of the learning assets design and development process centers around outlining the key topics that will need to be addressed in upcoming learnings. This process follows a quarterly cycle. However, various team members who are responsible for communication and alignment are in constant exchange and contact with the various business and learning leads for all seven SAP regions (Latin America, North America, Europe, the Middle East and Africa North and South, Middle and Eastern Europe, Greater China and Asia, Pacific and Japan) and the lines of businesses (LoBs).
 2. **Needs Assessment** — Input and information provided by the various regions and LoBs is shared between the whole Learning2Go team and the development council. Next, it is collaboratively assessed what topics request or learning need has to be met, meaning for which need/topic a new learning asset has to be created.
 3. **Validation of Topics** — Once the topics for new learnings have been defined by the Learning2Go team they are communicated to and assessed by senior sales learning managers, sales leaders and regional/LoB enablement leads. Based on received feedback, topics are then confirmed or revised and communicated back until they meet the needs of responsible stakeholders — especially strategically important topics that will have global audiences and impact are evaluated by the executive board, considering recent/upcoming strategic change decisions and industry factors. Once topics are finally determined, the responsible Learning2Go project manager initiates the development and design process. Everything in this step is happening on the macro level.
 4. **Definition of Learning Asset Requirements** — The fourth design phase focuses on the micro level of learning development; the content and requirements of each learning. The process begins with project management leads initiating contact with sales management/executives to discuss key aspects of a selected topic. Discussions include outlining the “Why, What and the How” of the

proposed training, as well as its key objectives (learning outcomes), structure, delivery time, to be used delivery medium or format (VLC, business simulation, etc.), development tool and desired outcome. Once all requirements have been defined a project plan is created and the final phase, the actual development starts.

5. **Development of Learning Asset** — With the key aspects defined, the project lead then creates the learning content in close collaboration with Subject Matter Experts (SMEs) and executives to ensure that the content being created meets the needs of the business and intended purpose. As a last step, the learning asset has to be approved (by stakeholders and workers councils) and prepared for rollout. If changes have to be made, they are implemented before the go-live.

Unique Differentiators

Learning2Go is a virtual and digital learning program that combines synchronous virtual learning, asynchronous digital learning and microlearning to form an enablement journey for SAP employees. Employees are taking on a journey starting with the desire to learn to excelling and mastering a given topic. The way different learnings use different learning tools and formats complement each other based on learning intent (need), depth of content, desired outcome and delivery time are a unique differentiator within SAP.

The following are the unique differentiators within the Learning2Go portfolio that truly set the program apart — all of which have had a tremendous impact on the organization. They are organized by the role they play within the overall enablement journey:

- **Creating Awareness** — Programs designed to unify learners and spread awareness about SAP's most pressing topics and strategic objectives.
 - **SAP Innovation Day** — A 24-hour, virtual, live enablement event (held in Q2 and Q4) for all employees. The event is made possible using a highly interactive, live event platform that allows colleagues from all of SAP's seven-regions collaborate, attend keynotes, network and access the latest enablement content on the day's most pressing issues. Afterward, the content is made available for one year and the most important topics are transformed into microlearning assets, which in turn are made available on a mobile friendly learning platform.
 - **Internal Social Platforms** — Learning2Go makes effective use of SAP's internal social platforms in the promotion of their programs. These channels keep all SAP employees up-to-date on Learning2Go programs and upcoming events.

- **Increasing Knowledge** — Digital learning programs designed to provide baseline knowledge to learners. The learning technologies used include:
 - Massive Open Online Courses (MOOCs)
 - Video Learning
 - eLearning
- **Building Skills and Competencies** — Virtual and Digital programs to go above and beyond baseline knowledge using collaborative, virtual environments and realistic simulations. Learning technologies include:
 - Virtual Live Classes for All (Standalone courses or packages to support certain skill areas more intensely)
 - Virtual Live Classes for Specific Roles (e.g., Channel- or Inside Sales, Presales, Services Sales, etc.).
 - Business Simulations
 - Video Coaching
 - Peer-to-Peer Learning
- **Changing Behaviors** — Prescriptive, blended learning paths and knowledge testing to ensure targeted results. Learning technologies include:
 - Blended Learning Paths
 - Video Accreditations using a video-based learning platform which allowed for the following:
 - Managers reviewing accreditations to coach their employees though the video pitch accreditation
 - Managers making text or voice over comments in video at specific times during the video allowing for direct feedback on certain areas
 - Managers could then also rate and “pass” their employees based on specific scoring criteria
 - SAP’s video-based learning platform allows for simple to use scorecards that managers could use to help their employees and provide feedback
- **Vision** — Digital, on-the-job coaching support for managers

Another unique differentiation is the ability to quickly scale these learnings across SAP. The Learning2Go team setup allows to foster global alignment; as a result, gathering and accessing needs from a global perspective and enabling the creation of learnings that are not only applicable for one but all regions of SAP. Additionally, this creates the ability to quickly react and respond to changing needs or shifts of business priorities. Therefore, ensuring that available Learning2Go learning offerings do meet the diverse and high requirements and expectations of the field, business leads and most importantly the

learner, which are first and foremost the competitive and highly pressured Account Executives, but also all employees at SAP.

On the other hand, this global approach does come with another benefit that is lifting SAP Learning2Go higher than other learning program inside SAP — the amount of consumed learning and created learning hours. In 2018 alone, Learning2Go was able to train more than 50,000 participants across all learning offerings. In 2019, this number was likely going to be exceeded, as SAP was expecting more than 60,000 participants across all available offerings, educating them on the most-pressuring and strategically important topics such as SAP's strategy, SAP's new solutions and more general topics on soft (professional) skills such as Storytelling, Executive Presence, Growth Mindset, Change Agility and many more.

Furthermore, SAP Learning2Go put a major focus on one of the most important topics for senior sales and enablement management — the topic of business impact and behavior change and how it can be sustained. This has been especially important to ensure the program's level of acceptance by senior management and as a result, leading to a strong endorsement by the same. This is helping to not only further excel in professionalism and effectivity but also in terms of acceptance across each employee at SAP. The organization has implemented several aspects that are outlines below.

Course Level

- Use social learning sites for best practice data sharing and community/peer-to-peer learning
- Provide job aids and cheat sheets reinforcing course skills and behaviors while summarizing most important aspects of the learning asset
- Use additional video, micro and peer-to-peer learning activities such as quizzes and flash drills to reinforce learning and counter the forgetting curve

These follow-up actives are timed in a way so they perfectly address the forgetting curve. SAP pushes reinforcement actives to learners via its video-based learning platform so they can access it on their mobile device at any time and anywhere around the globe. Furthermore, SAP uses a gamification approach (leaderboards, performance boards, etc.) that enables learners to see how they perform compared to other learners and lets them compete with others.

Overall Program Level

- Quarterly course performance reviews with course owners and SMEs
- Quarterly stakeholder reviews to optimize training portfolio and offerings
- Virtual facilitator and train-the-trainer courses prepare new trainers for optimal performance

- Routinely offering “follow-up” or “Part 2” courses to help reinforce skills learned and support behavioral change, as well as packages of multiple VLCs, supporting the build of critical skills

Organization Level

- Align to GTM and corporate strategy, ensured by annual program strategy review with executive management
- Leverage company best practices, driven by SAP's annual learning leader summit (all top L&D professionals)

SAP has evolved from stakeholder input and field-level learning needs surveys to board area-wide skill-level assessments. The Digital Sales Coach, its performance analytics system, brings new sophistication to identifying learning gaps and ensuring ongoing impact.

The Digital Sales Coach is designed to give five types of recommendations, based on performance gaps. For example, a rep with a large sales pipeline who's closing small deals would get recommendations to help her increase deal size, using current and historical CRM data:

- **Insights** — Top reps bundle four products per deal
- **Content** — Read about Bundles X and Y, the top-selling bundles (link to product sheets)
- **Training** — Take Solution Selling course (link to registration)
- **Coaching** — Accounts A and B in a sales rep's portfolio are most likely to buy these bundles
- **People** — Sam K. has sold the most bundles in your region — connect with him (link to profile)

Once fully implemented, SAP anticipates tremendous impact.

Another technical advance derived from SAP's guiding principle “relevancy” — which has led to advances in Personalized Learning Recommendations — these targeted, learning recommendations arise as result of the so-called Sales Skill Assessment. The Sales Skill Assessment is an analysis using a two-way survey approach that includes all Account Executives and their managers across areas vital to sales success. First, Account Executives rate themselves across the given areas and categories in alignment with the sales phases and methodologies used inside SAP on four skill levels. In a second step, each sales manager assesses each individual AE on their team on the same categories and skill levels. If the answers of an AE and its manager differ for a given category, sales skill and level a gap is identified. Results are being analyzed globally and are used by Learning2Go

and other teams to tailor communications and offerings to each individual's AEs learning and skill gaps. With this approach, it is possible to target specific needs of individuals in a way that is by far the best possible way to deliver learning to SAP's target audience.

Lastly, as the success of Learning2Go programs has grown each year, SAP has had to make adjustments, including:

- Additional offerings to allow for more participants and for more training events available in the different time zones
- An increase in courses designed specifically for and promoted on a role-specific basis

To meet the increased demand, SAP created an Everyone's a Teacher (E1T) Train-the-Trainer program, which is a multi-step virtual facilitator accreditation program (deployed inside and outside the organization's LoB), which enables internal subject matter experts to deliver and facilitate trainings as part of Learning2Go inside the company. It supports three main goals:

- Increase scale of SAP's offerings by using internal facilitators (SME)
- Share best practices across LoBs
- Establish even more — truly blended programs and resources to facilitate virtual elements
- Lower costs across SAP Learning2Go

Subsequently, additional sub-audiences were identified, interviewed and integrated to the program's routines to allow for course development and promotion to be even more targeted (increasing yet again the visibility and relevancy of the offerings)

Measurable Result

Learning2Go uses a twofold measurement framework. Firstly, it aligns the training evaluation and performance with the Kirkpatrick Model of Evaluation to ensure maximum effectiveness of trainings and positive learning effects for participants. In a second step, these ongoing evaluations are complemented by mostly quarterly/semi-annual or annual (can be ad hoc) sophisticated business impact studies using available CRM data of quota carriers that had trainings assigned.

This "blended" evaluation approach allows SAP to conduct a thorough analysis of its programs' effectiveness and overall impact.

- Level 1: Reaction/Learner Satisfaction — SAP's programs typically conduct audience feedback surveys during the last 2-3 minutes of each training depending on what learning type they consume. It may be a live poll during a

VLC or a survey after a MOOC or business simulation. These surveys provide vital feedback on the training's overall effectiveness and applicability and are conducted using pre-configured polling questions and open feedback forums. These results are especially important as users provide feedback immediately after the class and thus results are unadulterated and authentic.

- **Level 2: Learning/Knowledge** — SAP asks participants to “self-assess” their knowledge and skill levels at the beginning and end of each course. The difference in a participant's pre and post-course answers provides insight into the learning/knowledge attained as a result of the course.
- **Level 3 Behavior/Application** — SAP measures participant behavior and application of lessons learned via the Brinkerhoff's Success Case Evaluation. Each Brinkerhoff report includes detailed “impact profiles” derived from interviews with participants in which they outline the steps and behaviors they've applied following their experience.
- **Level 4 Results/Business Impact** — Careful tracking of tangible, business impact results using Customer Relationship Management (CRM) data has been vital to SAP's success. By capturing this data, the organization able to determine the program's effectiveness in addressing its business and performance needs. SAP's approach provides the organization with valuable data which it uses for important cadence activities, such as:
 - Quarterly (can also executed ad hoc) course and facilitator performance reviews (for which SAP leverages Kirkpatrick levels 1, 2 and 4)
 - Quarterly stakeholder meetings with LoBs and regional learning teams regarding learning needs and changes in the field
 - Bi-annual program direction review with stakeholders (for which SAP leverages CRM data and L4 results)
 - Annual program strategy revision with senior management (for which SAP leverages the Brinkerhoff results and program ROI)

Outside of the standard evaluation approach above, SAP works intensely and on a quarterly basis to determine the fit of Learning2Go offerings to learning needs, and the strategic and tactical goals of its Global Customer Organization.

The quarterly course and facilitator performance reviews mentioned above are further supported by a sophisticated reporting dashboard, summarizing data such as virtual and digital course bookings by role, region, course, time zone, etc., essential to optimize training schedule and availability across sales roles, time zones and regions.

A general and major achievement has been the increase of total consumed learning. This reasons for this are the following:

- Improved and more targeted learning recommendations (more relevant training due to stakeholder alignment)
- Ease of access to learning assets (learner only need to access one or two platforms to get to their recommended learning, plus they can do it from every device)
- The way learning is orchestrated and organized
- Quality of learning has increased based on stakeholder alignment and content creations

As a result, learning completion for SAP Learning2Go VLC increased as demonstrated by the below table:

Figure 1: Learning Completion for SAP Learning2Go VLC

Year	Attendees	Enrollment rate (colleagues enrolled / maximum seats)	Show rate (enrolled colleagues / actual attendees)
2017	28948	76,41%	72,81%
2018	31467	78,05%	76,57%
2019 YTD	20995	79,1%	77,91%

All illustrations provided by SAP

On the other side, SAP was able to improve quality of trainings as seen in the table below:

Figure 2: Training Quality

Year	Trainer Rating	Class Rating	Net Promoter Score
2017	4.52	4.32	64.61
2018	4.55	4.36	65.75
2019 YTD	4.59	4.40	68.83

Leveraging its internal Everyone is a Teacher program, SAP increased internal deliveries from 216 in 2017 to 281 in 2018 and 238 in 2019 through July 2019, resulting in net savings of approximately \$1.5 million in 2½ years.

With the additional reduction of travel cost (assuming one VLC replaces the equivalent of 0.25 days of F2F training, in which colleagues don't need to travel), SAP was able to save up approximately \$7 million.

Digital learning numbers (not including Innovation Day) were impressive as well. SAP was able to periodically increase the total learning hours and peer views as seen below:

Figure 3: Total Learning Hours and Peer Views

Year	Peer Views	Learning Hours
2017	+70,000	+25,000
2018	+100,000	+30,000
2019 YTD	+75,000	+40,000

Furthermore, SAP kept the training quality at an all-time high with a steadily increasing Net Promoter Score:

Figure 4: Net Promoter Score

Year	Net Promoter Score
2017	38.7
2018	40.6
2019 YTD	47.1

SAP conducted a variety of business impact studies to isolate the impact of the learning technologies used by Learning2Go programs.

The first study was undertaken by a well-respected, data scientist. She compared participants who'd completed given Learning2Go learning assets (delivered to AEs using at least one L2G technology) within each KPI bundle (test group) versus non-participants (control group) across the KPIs listed below and first described in the Overview section.

The results were impressive:

- **Prospecting and Demand Generation**
 - 79% more value in their pipeline opportunities
 - 68% increase in unique accounts won
- **Deal Qualification and Progression**
 - 46% increase in conversion ratio
 - 33% increase in annual bookings
- **Closing and Negotiation Skills**
 - 15% increase in unique accounts won
 - 17% decrease in time to close a successful deal

In a second study executed by an internal data scientist, SAP explicitly focused on one scenario in the net new name territory. Again, the organization compared results of AEs who had consumed the learning versus those who did not. The learning was organized and delivered (only a few selected AEs in the Latin American region were assigned) with SAP's newest video-based learning platform, Allego. This gave the AEs the ability to consume content on any device at any time. Results indicated the following:

- 14% increase in number of net new name accounts
- 11% increase in revenue generated
- 17% increase in unique opportunities won

Lastly, SAP also conducted a business impact study on one of Learning2Go's flagship programs — SAP Innovation Day — a 24-hour enablement event held two times per year (Q2 and Q4) that uses both virtual and digital content to educate colleagues around the world on the organization's most pressing topics.

The event is made possible using a highly interactive, live event platform that allows colleagues from all of SAP's six regions collaborate, attend keynotes, network and access the latest enablement content on the day's most pressing issues.

Here again, the technologies employed have enabled a highly effective and efficient event with a tremendous impact in 2018, including:

- 25,000-plus attendees
- 50,000-plus keynote views
- 40,000-plus total learning hours

Additionally, the study included metrics around sales performance. However, given the nature of the event, SAP focused on pipeline results only. Participants of ID showed the following results:

- 22% increase in total revenue generated
- 13% increase in total pipeline value

About Brandon Hall Group

Brandon Hall Group is an 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 25 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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DEVELOPMENT & INTEGRATION

- Program Design
- Assessment
- Survey
- Process Integration

For more information, contact us at success@brandonhall.com.