



Brandon Hall Group

EXCELLENCE AWARDS 2023

SAP Italy’s Learning Program Supporting a Change Transformation Maximizes Customer Lifecycle

SAP Italy and BTS Group AB

Best Learning Program Supporting a Change Transformation Business Strategy

March 2024



Company Background



Company-at-a-Glance	
Headquarters	SAP Italy is 100% owned by SAP SE SAP Italy headquarter is based in Vimercate (MB), Italy
Year Founded	SAP SE 1972 SAP Italy 1988
Revenue	SAP SE € 30,871M (as of 31.12.2022)
Employees	SAP SE 111,961 (as of 31.12.2022)
Global Scale	SAP SE 140+ Countries Worldwide
Customers/Output, etc. (Key customers and services offered)	SAP SE: 460,000+ Customers more than 269 million cloud users packaged solutions for 26 industries and 12 lines of business: on premise, cloud, hybrid 100+ solutions covering all business functions, and the largest cloud portfolio of any provider more than 24.200 partners SAP Italy: Almost 11,000 customers, More than 400 partners
Industry	Enterprise software, Business software, Cloud computing, and Consulting
Stock Symbol	XTRA: SAP.DE ; NYSE: SAP
Website	www.sap.com



Company Background



Company-at-a-Glance	
Headquarters	Stockholm, Sweden
Year Founded	1986
Revenue	\$196 MUSD in 2021
Employees	1200+
Global Scale	36 offices across Europe, Asia-Pacific, North America, South America, Africa, and Middle East.
Customers/Output, etc. (Key customers and services offered)	<p>BTS partners with nearly 450 organizations, including over 30 of the world's 100 global corporations. The organization's major clients are some of the most respected names in business: Microsoft, SAP, Chevron, Coca-Cola, Volvo Group, Citigroup, Salesforce, and Tencent. BTS works with leading companies to:</p> <ul style="list-style-type: none">- Turn strategy into action through people- Develop great leaders- Change and sustain culture- Shift leader mindsets through coaching- Increase business acumen- Accelerate their sales and marketing results- Build innovation and digital transformation capabilities- Leverage cutting-edge assessments for selection and development <p>Create scalable, personalized experiences using digital technology.</p>
Industry	Professional Services
Stock Symbol	OMX Nordic Exchange Stockholm: BTS b
Website	www.bts.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	227.000 € in 2 years
Number of (HR, Learning, Talent) employees involved with the implementation?	230+
Number of Operations or Subject Matter Expert employees involved with the implementation?	220+
Number of contractors involved with implementation	0
Timeframe to implement	121 days
Start date of the program	September 2021

Business Conditions and Business Needs

SAP is a leading provider of software solutions that large enterprises rely on to power their business operations. SAP solutions can be installed “on-premises” at a customer’s location(s) or used from the Cloud, helping companies analyze and efficiently design the entire value chain. Like other major players in the enterprise technology market, the organization is increasingly shifting from selling on-premises software licenses to providing more Cloud services.

To ensure the success of this growth strategy, the Cloud Success Services team (CSS)—who help customers derive value from their technology investment—played a key role by leveraging and reinforcing day-by-day relationships and ensuring customer adoption, consumption, and expansion throughout the customer lifecycle. Moreover, the CSS is expected to be the point of reference of the whole SAP Italy ecosystem, including partners.

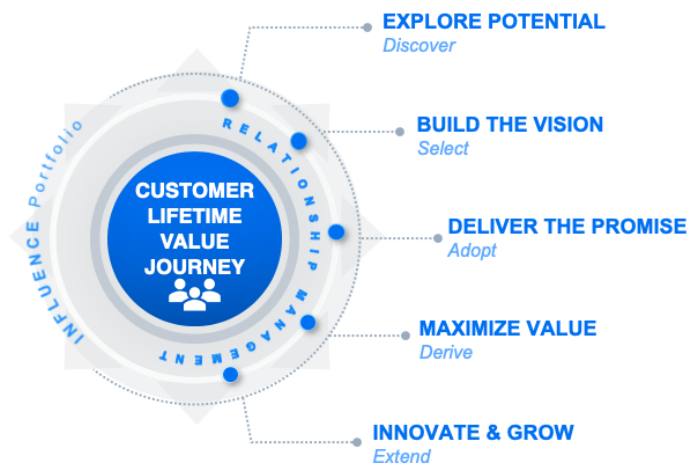
This requires a shift in both competencies and skills from the traditional on-premises approach, which focused on big deals and a single project’s profitability, to a new way of working: focusing on the entire customer lifecycle value.



SAP Italy is committed to always practicing the “Customer First” philosophy. This means that customers' interests always come before those of SAP Italy or a line of business. This is reflected in the CLTV (Customer Lifetime Value) operating model.

CLTV means that all functions—Sales, Services, Training, etc.—must work in unison to support customers at all stages of the customer journey. All to achieve a single goal: customer success.

CLTV is a customer engagement methodology that follows the customer journey and is centered on delivering value jointly with trusted partners at each step—from early market discovery to portfolio influencing.



The CLTV journey starts with the Discovery and Select phases, where the most relevant content asset for customers is created to solve business challenges and to understand the right solution and path.

The Adoption step provides Cloud enabling services for a smooth delivery and adoption; the Derive phase assists the value realization.

The Extend phase identifies and addresses additional areas with value potential.

Lastly, the Influence phase steers the portfolio direction based on customer requirements.



To make this new way of working tangible for people at every level of the Italian CSS team, SAP Italy’s senior executives identified a set of mindsets and related behaviors that needed reinforcing. The key question they asked was, “How can we change on-premises mindsets and behaviors, many of which have been embedded into the company’s culture for years?”

The answer was to launch an ambitious and highly innovative initiative called **Maximizing the Customer Lifecycle Value Journey**, to reinforce new mindsets and related behaviors among SAP Italy’s CSS teammates. These shifts would enable them to become trusted business advisors for both clients and partners.

Overview


To assess the organization’s current state and design the learning journey, interviews with leaders across multiple geographies, levels, and functions were conducted to get a clear picture of SAP’s existing business landscape, identify priority areas for action, and highlight enabling factors (i.e., new mindsets and new ways of working) to address these priority areas.

From the interviews conducted with senior SAP Italy leadership, eight main priority working areas, and the enabling factors to fill gaps in those areas, emerged.

Interviews

Working Areas

Enablers

The SAP Strategy	Understand and align to the SAP Strategy, enabling everybody to implement it successfully
Sense of urgency	Explore “the why” of the strategy and create a “ new sense of ownership ” focused on specific roles
Silo Thinking	Develop a holistic view on the organization and how this contributes to customer satisfaction
Customer relationships	Adopt a proactive approach in managing customer relationship
Business Outcomes	Focus on understanding the customer to propose solutions driving business outcomes
Mid/long term perspective	Build relationships with a mid-term focus to increase customer intimacy
Risk taking	Foster a calculated risk-taking approach to expand business opportunities
Ecosystem Thinking 	Recognize Partners as part of the SAP ecosystem and leverage them as SAP Promoters



Building on insights generated by these interviews, and on analysis of the organization's current and future needs, SAP Italy partnered with BTS to create a highly engaging, year-long journey with eight participant touchpoints. The development of this journey took roughly four months.

The program ties into SAP Italy's organizational objectives by helping participants gain a deeper understanding of how strategic decisions impact SAP Italy's long-term growth. The program enables participants to build a mindset of constant engagement and inspiration when it came to innovation, demonstrating continuous improvement, and ensuring customer satisfaction.

The program's mindsets and behaviors focus on business leadership. The critical mindset shifts and related great behaviors to be built and reinforced throughout the CSS team were created based on input from stakeholder interviews with SAP Italy's senior executives.

Journey objectives

The learning program aimed to help approximately 220 interdepartmental, cross-functional employees to understand, accept, and adopt a new set of mindsets and behaviors that would directly feed into SAP Italy's business strategy and the software industry's prospects. The program was designed to move SAP Italy from a traditional on-premises approach to the "new way" of working (the Cloud strategy), focus on the entire customer lifecycle value, and reinforce a Cloud mindset and related behaviors (tailored to specific roles) among their service (and pre-sales) teams.

From the journey, participants gained a deeper understanding of how strategic decisions impact SAP Italy's long-term growth. This knowledge enabled them to build a mindset of constant engagement and inspiration when it came to innovation, demonstrating continuous improvement, and ensuring customer satisfaction. These mindsets and behaviors focus on business leadership and are grouped around three pillars:

- **Capturing Business Value.** How to help clients identify and become fully aware of their real business needs, possibly expanding the field of play from an initial technical request to a comprehensive business perspective.
- **Conveying Value.** How to convey the unique perspective and value with which SAP Italy meets its clients' business requirements. This pillar also focuses on the reasons for adopting SAP Italy's Cloud solutions, as well as designing an offer that is fully in line with SAP Cloud strategy.



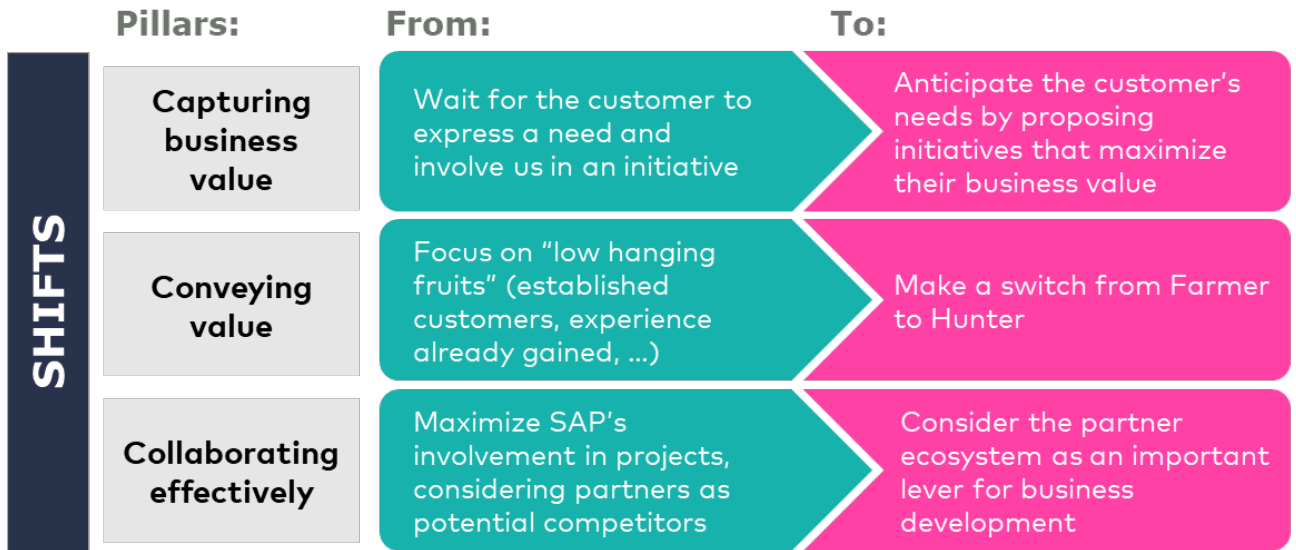
- **Collaborating Effectively.** How to interact and work with colleagues and partners to maximize the Customer Lifecycle Value, orchestrating the entire eco-system, i.e., promoting a win-win approach with clients and partners, seeing them as an additional driver for SAP Italy's success and not as opponents.

Delivery methods

The journey, which was fully virtual, began with two half-day workshops that set expectations, objectives, and alignment on the reasons for the initiative. The workshop kicked off the journey, followed by three modules with six clearly defined on-the-job application activities (known as "Go-Do's") interspersed throughout, as well as a closing event during which participants share reflections and keep momentum.

Key focus areas

Below are the critical mindsets shifts and related great behaviors to be built and reinforced throughout the CSS team, created based on input from stakeholder interviews with SAP Italy's senior executives.



Pillar 1: Capturing business value—examples of "Great behaviors."

- Stays curious and always wants to find new insights to connect industry trends with the customers' priorities and business needs.
- Builds credibility in every customer interaction, showing a deep understanding about the customer's business and industry trends.



- Asks impactful questions to understand the customer's needs and to build a comprehensive picture.

Pillar 2: Conveying value—examples of “Great behaviors.”

- Connects the technological transformation enabled by SAP Italy with business value for the customer.
- Selects the best solutions for the client, taking into consideration SAP Italy's strategy for Cloud.
- Uses customer knowledge and insights to help uncover unidentified needs, then proposes complementary SAP Italy solutions or improvements.

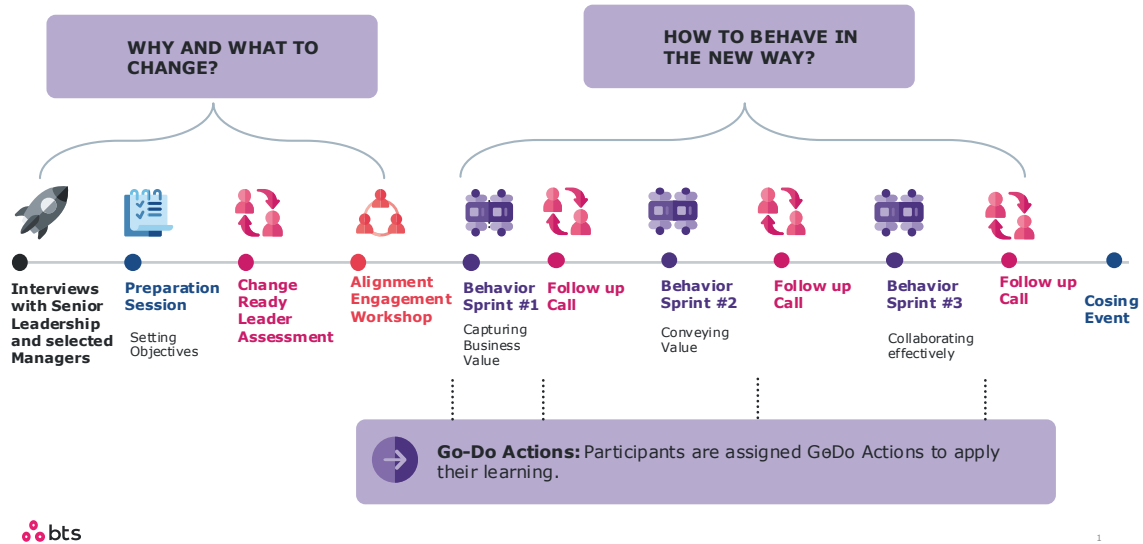
Pillar 3: Collaborating effectively—examples of “Great behaviors.”

- Creates engagement through effective communication and positive influence, overcoming internal barriers and organizational siloes by keeping a common denominator—customer interests—in mind.
- Builds trusting business relations with SAP Italy partners.
- Shares knowledge about SAP Italy Cloud solutions, constantly framing them in ways that demonstrate their value to the customer.
- Collaborates effectively with customers, adopting a partnership approach.



Design of the Program

Design of the Journey



Program Structure

- **Interviews:** During this first interview phase with senior leadership and selected managers, facilitators gathered information and input on "Why and what to change" and defined expectations.
- **Change-Ready Leader Assessment:** During this session, participants had the opportunity to glean insight into their strengths and areas of development. The assessment, which is online and self-paced, gave participants greater self-awareness and identified development opportunities to work on both during the program and beyond. Understanding preexisting organizational and individual mindsets about change provided facilitators with critical information that would help unlock transformation. The Change-Ready Leader Assessment challenged participants to choose how to respond to real change challenges.

After parsing their responses, BTS facilitators delivered insights on:

- Each participant's personal relationship to change.
- The most prevalent relationships to change in the organization.
- Strategies and tools designed to turn every person into a change leader.



- **Alignment Engagement Workshop Kick-off:** This two-day orientation to the program, run virtually, included networking opportunities. The goal was to engage participants through a speech from the international astronaut Maurizio Cheli, the first Italian astronaut aboard the Space Shuttle Columbia on the STS-75 mission and chief test pilot of the Eurofighter Typhoon. This speaking engagement would communicate the theme of enterprise and add an emotional and inspirational component to the workshop.
- **Three Virtual Working Sessions:** Each working session, or sprint, was dedicated to exploring topics stated in one of the three pillars mentioned above (capturing business value, conveying value, and collaborating effectively). Participants in the first two sprints were split up to ensure role homogeneity, meaning that these sessions had the same common structure but adjustments and peculiarities in topics according to the participants' roles, while the third sprint involved all 200 participants. In total, 18 sessions were conducted for sprint 1, lasting three hours over the course of 12 days; 18 sessions were conducted for sprint 2, lasting three hours over the course of two weeks, while sprint 3 was a single four-hour session.
- **Follow-up Call and Go-Do:** Two weeks after each sprint, facilitators conducted follow-up calls and assigned Go-Do's at the end of each meeting, allowing participants to apply their learning. Go-Do activities are individual goals that each participant commits to work on, based on the content seen in the course.
- **Closing Workshop:** This final session provided an opportunity to reaffirm the reasons for the program and encourage an exchange of learnings and insights. The closing was attended by the CEO and senior leadership.

The journey included multiple innovative elements:

- **Business relevance:** Senior executives from across the organization were involved in the upfront design of this journey. Based on their input, the journey's design was closely customized to SAP's strategic priorities, business challenges, cultural context, and ambitions, and all the on-the-job applications thoughtfully incorporated senior executives' input regarding the most critical drivers of SAP's strategic priorities.
- **Journey design:** Each sprint is linked to SAP's business context and desired business outcomes. Additionally, each step aimed to reinforce the one before, ensuring the continuous embedding of new behaviors and on-the-job application.
- **Support for on-the-job application:** After the sprints, participants joined three follow-up calls with the same team members with whom they worked in previous sprints. Discussing on-the-job applications in small teams enabled participants to



share their experiences, learn from each other, and form peer-coaching networks that extended beyond the classroom.

A moments-based business simulation: Customized to SAP's reality and referencing the three pillars, the simulation engaged participants by fostering teamwork and an element of competition between groups. The simulation focused on emulating realistic situations in a participant's day-to-day; implementing "great" mindsets and behaviors; and lastly, fostering a deeper understanding of the implications that strategic and operational decisions have on their business, customers, and employees. Facilitators also provided feedback and debriefings that would help participants truly understand the causes and effects of their decisions. Subsequently, a series of know-how sessions allowed participants to examine their trainer's input.

Delivery of the Program

The journey was delivered according to the following structure.

- **Kick-off alignment engagement workshop:** This was designed to set the foundation for the journey by providing participants with a clear understanding of the program's vision, goals, and expected benefits. This two-day orientation program was conducted virtually and included targeted networking activities to foster a sense of community and collaboration among participants.

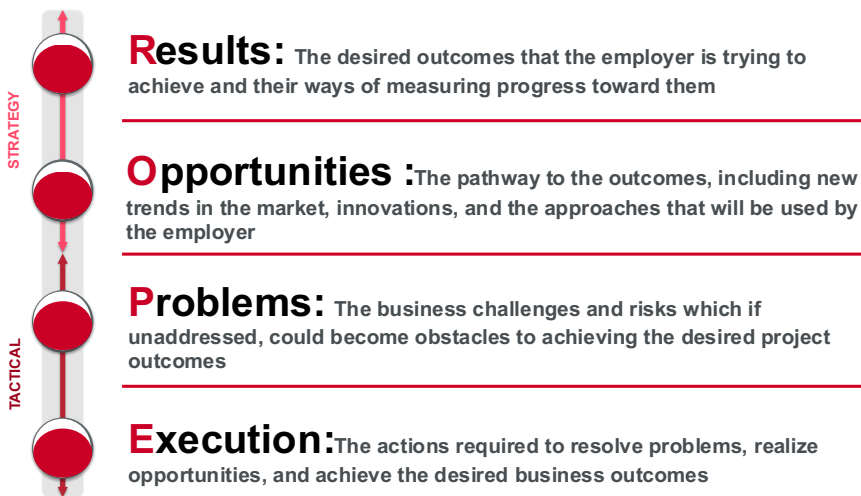
To add an emotional and inspirational component, Maurizio Cheli, the first Italian astronaut aboard the Space Shuttle Columbia on the STS-75 mission and chief test pilot of the Eurofighter Typhoon, delivered a speech that conveyed the themes of entrepreneurship, courage, and dedication.

During the workshop, an interactive simulation was leveraged to stimulate discussion and create alignment on challenges and the need for change: participants were given the opportunity to play the role of a change leader, make decisions, and observe the impact of these decisions on the business, team members, and other stakeholders.

This simulation allowed participants to experience the daily and crucial moments of a sales manager in SAP Italy. The purpose of this program component was to prepare participants for the virtual sessions by helping them understand the journey's expectations and objectives. By simulating real-life scenarios, participants were able to understand the challenges and opportunities that they would encounter during the journey and develop the skills and mindset necessary to navigate them successfully.



- **Sprint 1:** Based on the first pillar, "Capturing Business Value," this sprint was focused on enabling participants to become trusted advisors and promoters of Cloud transformation. Change management content provided participants with a model for embracing change and changing mindsets in ways that would ultimately offer the very best services to their customers. Among the models presented is "ROPE" (Results, Opportunities, Problems, and Execution), a structured approach to gaining a better understanding of the customer. The ROPE model has the following objectives: 1) Accelerate the customer value discovery phase; 2) Collect customers' needs, beyond just the technical aspects; and 3) Evaluate priority business challenges and ask *High Impact Questions* that go beyond data and challenge business partners to think differently. These are open-ended questions that solicit information not readily available elsewhere to find out more about customers, such as their needs, motivations, and more (ideas, feelings, options, and assumptions).



- **Sprint 2:** Based on the second pillar, "Conveying Value," this sprint sought to help participants identify solutions in line with SAP Italy's Cloud Strategy. Using a guide (Convey Value Map), BTS helped participants define their commercial partner and language of preference. The Convey Value Map enabled participants to identify the SAP Italy solution that best suits their customers, as well as proactively propose complementary SAP Italy solutions or improvements. A model was presented to help participants in sales negotiations build a structured discussion through the VALIDATE, EXPLORE, AGREE model (see image below) to co-create value with the customer by validating their priorities and discussing the capabilities needed to achieve the desired business outcomes. Participants were given the opportunity to put the learnings into practice through guided role-play and apply an approach to facilitate value conversation that is seamless and engaging to the customer, adopting a partnership approach.



Communicating value in 3 steps- A well-structured discussion

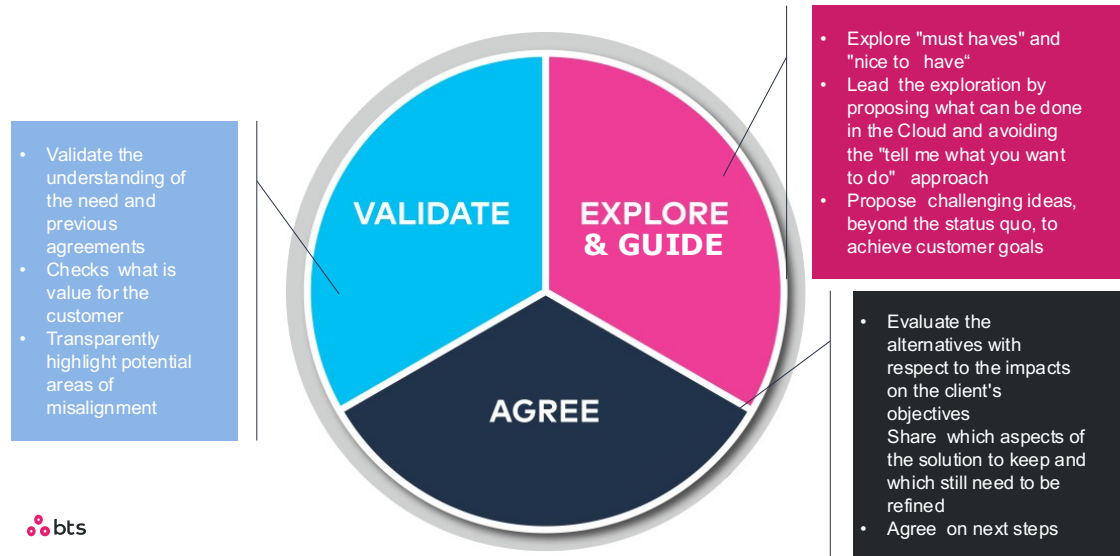


Image: VALIDATE; AGREE; EXPLORE & GUIDE model

- **Sprint 3:** This sprint was built on the third pillar, "Collaborating effectively." The objective was to understand the benefits of (and barriers to) collaboration, as well as the "Great Behaviors" that would promote more of it. A simulation centered on collaboration, delivered using BTS's proprietary web-based platform, allowed participants to practice the behaviors and actions that would ensure fruitful collaboration in the workplace. Participants had several scenarios and solution options to choose from, with the aim of identifying the best behaviors for effective collaboration.

In addition, a key element was discussing past SAP Italy success stories focused on collaboration and sharing the lessons learned: 1) Achieving certain goals comes from understanding the business context and the customer's primary objectives; 2) Only close collaboration with the customer allowed the goal to be achieved; 3) Internal collaboration in acting promptly on the issue prevented the project from being interrupted; 4) Transparently sharing problems with the client they were unaware of strengthened the client's trust in SAP Italy.

- **Follow-up call:** Three weeks after each sprint, BTS facilitators conducted follow-up calls. These calls were designed to reinforce the learning from the virtual sessions and provide an opportunity for participants to report back to their facilitators about their on-the-job application. The follow-up calls were a critical component of the learning journey, as they allowed participants to ask questions, share their experiences, and receive feedback and support from the facilitators.



By doing so, participants were able to consolidate their learning and apply it more effectively in their daily working life.

- During the first follow-up call, participants were asked questions such as, "What did you do differently this month?" and "What reactions did you observe in your interlocutors?" The purpose of these questions was to encourage participants to reflect on how they applied what they had learned in their daily work and to report back on the results of the Go-Do's.
- During the second follow-up call, participants were asked questions such as, "How did these weeks go? Which tools did you apply the most? What advantages did you see?" and "What went well/what are you satisfied with? What could have gone better?" Additionally, participants were encouraged to share their stories of success with the Go-Do's.
- The third and final follow-up call was held after the completion of all three sprints, coinciding with the closing event: During this call, the toolkit of the journey, including all the tools and frameworks used, was shared with the participants. Participants were then divided into breakout rooms and asked to reflect on questions related to the three pillars: 1) Capturing Business Value—how can we improve our ability to extend the scope of conversation with customers on Cloud topics? 2) Conveying Value—how do we build Cloud value propositions aligned to customer needs while being agile in implementation? 3) Collaborating Effectively—what can we do to improve collaboration within services and with partners?"

All three sessions were conducted using interactive tools to engage participants (annotate zoom function, Mentimeter polls). The follow-up calls also helped to maintain momentum and engagement throughout the learning journey, ensuring that participants remained focused on the goals and objectives of the program. Overall, the follow-up calls were an effective way to support participants in their learning and to help them achieve their development goals.

- **Closing event:** The closing event of the "Maximizing Customer Lifecycle Value" journey was a crucial moment for participants. This meeting was designed to allow everyone to come together one last time and ensure that there were no outstanding issues. It was also an opportunity to reaffirm the reasons for the journey and to review the lessons learned.

The event was attended by all the participants; additionally, the CEO was present, emphasizing the importance of the journey and the company's commitment to its



objectives, reinforcing the importance of its strategy and the need to continue improving customer experience and value.

During the event, participants were invited to reflect on their personal journey, sharing their achievements and challenges and what they had learned throughout the program. They were also encouraged to share any feedback or suggestions to improve future initiatives.

The closing meeting also provided an opportunity to review the lessons learned and assess the journey's impact. Participants discussed how the journey had helped them change their mindset, behaviors, and approach toward customers, integrate the new tools and techniques into their daily work, and achieve better results.

The BTS facilitators shared the key takeaways from the journey, emphasizing the importance of maintaining a customer-centric mindset and approach. They also provided feedback on the participants' progress and achievements and congratulated them on their success.

The event concluded with a recognition ceremony to celebrate the achievements of the participants. The CEO awarded certificates of achievement to each participant, acknowledging their commitment and contribution to the journey. The closing event was a significant moment for the participants and the company, marking the successful completion of the journey and demonstrating the commitment to continuous learning and development.



Change Management Efforts

This journey involved several steps, including identifying the need for change, mainly understood as a change in mindsets and behaviors, developing a plan for implementing the change, communicating the change to stakeholders, providing training and support, monitoring progress, and adjusting as needed. To manage an effective change, the basis for a culture of continuous improvement and adaptation have been set to ensure that the organization can respond to changing market conditions and customer needs. The image below highlights the main behaviors (identified by role) that required a change in mindset and were an obstacle to the success of the SAP strategy.

Focus of Sprints will be on behavioural changes identified



Stop it

Project manager	<ul style="list-style-type: none"> Focus on profitability and project delivery only, endangering customer relationships
TQM	<ul style="list-style-type: none"> Waiting for customer asking service plan to be scheduled Pure reactive approach
BTS/Architect/Consultant	<ul style="list-style-type: none"> Use shortcut in project solutions Focus on utilization as main KPI
Service partner	<ul style="list-style-type: none"> Consider yearly customer P&L the only measure of success
SAE/SSA	<ul style="list-style-type: none"> Sell to loyal customers only Flat competition with partners Use all the time to build big deals
All managers	<ul style="list-style-type: none"> Protect their teams instead challenging them Increase bureaucracy Focus on reduce risks

Source: SAP

Overall, these challenges were addressed with a proactive and strategic approach that involved clear communication, stakeholder engagement, and a focus on building a culture that supports continuous improvement and adaptation.



Focus of Sprints will be on behavioural changes identified



	Stop it	Do it
Project manager	<ul style="list-style-type: none"> Focus on profitability and project delivery only, endangering customer relationships 	<ul style="list-style-type: none"> Accelerate time to value Up-selling during delivery Develop influencing skills and improve soft ones to build stronger relationship with Client and drive strategic decisions Reduce cost to serve the customer guaranteeing high quality standard
TQM	<ul style="list-style-type: none"> Waiting for customer asking service plan to be scheduled Pure reactive approach 	<ul style="list-style-type: none"> Priority to build long term relationships and not on short term objectives Proactive in service plan to accelerate consumption Up-selling during delivery Promote platform adoption (BTP/cloud ALM) as the standard solution for system integration, enhancement and monitoring
BTS/Architect/Consultant	<ul style="list-style-type: none"> Use shortcut in project solutions Focus on utilization as main KPI 	<ul style="list-style-type: none"> Focus on business outcomes Drive customers to standard and clean the core Drive innovation adoption and think ahead trying to figure out what the customer may want later Leverage our experiences to avoid "re-inventing the wheel" any time
Service partner	<ul style="list-style-type: none"> Consider yearly customer P&L the only measure of success 	<ul style="list-style-type: none"> Focus on customer satisfaction Priority to build long term relationships and not on short term objectives Manage ecosystem with a collaborative approach
SAE/SSA	<ul style="list-style-type: none"> Sell to loyal customers only Flat competition with partners Use all the time to build big deals 	<ul style="list-style-type: none"> Switch from Farmer to Hunter approach in order to expand market footprint Manage ecosystem with a collaborative approach Focus on SAP strategy in sales decisions regarding Cloud vs. On Premise Reduce time to sell adopting value packages
All managers	<ul style="list-style-type: none"> Protect their teams instead challenging them Increase bureaucracy Focus on reduce risks 	<ul style="list-style-type: none"> Promote Services as "the place to be" to attract talents Promote Services as an "Easy to work with organization" Cascade Strategy & Behaviors – Customer centricity and empowerment Lead by example in sales strategic decisions regarding Cloud vs. On Premise Be a role model contributing directly on new innovative solutions adoption initiatives

Source: SAP

Three elements were fundamental:

- Clearly communicate the need for change: Ensure that the senior leadership understands the need for change and the reasons behind it, focusing on how these changes will benefit the organization and the customers.
- Involve senior leadership: Involve team members in the change process to increase their buy-in and commitment to the changes.
- Monitor progress and provide feedback: Regularly monitor progress and provide feedback to senior leadership, recognize, and reward those participants who demonstrate the desired behaviors.

By following these steps, the initial barriers and obstacles were addressed, creating a culture that is customer-focused and collaborative. SAP Italy recognizes that change is a process, and it may take time to see more results, but the company stayed committed to the process and continued to communicate the benefits of the changes to help ensure success.

This is why SAP Italy identified actions that participants must commit to doing, called Go-Do's (see below).

Learning application

Go-Do's are custom-designed on-the-job activities based on interviews with senior managers directly related to the critical behaviors required of SAP Italy's people. Participants are asked to set individual goals. Then, they receive support from their



manager, who provides feedback after actions are completed. Participants write their actions into the body of an e-mail, and the BTS system organizes them and automates the follow-up.

No.	Desired Leadership Behaviors	Description
Go-Do 1	Identify an unexpressed need of a customer and raise the topic.	Select a customer/business function where they have a low level of relationship and credibility: <ul style="list-style-type: none">- Identify an unexpressed need.- Decide whether the Raising Awareness Tool technique is the most appropriate when applied to:<ul style="list-style-type: none">o High-Impact Questions (Hypothetical and Insights).o Observing the customer's problems and drawing conclusions.- Use the chosen technique to raise the issue in the next scheduled meeting.
Go-Do 2	Propose proactive actions that address the key challenges the company faces and anticipate customer needs.	<ul style="list-style-type: none">o Complete a Conveying Value Map for customer X and prepare a conversation with interlocutor QQ.o Plan a negotiation conversation with YY (who can be an internal customer, partner, external customer), according to the model conveyed during the session.
Go-Do 3	Understand the benefits of collaboration and strive to create an environment where information is readily available.	<ul style="list-style-type: none">o Identify recurring situations where they often encounter collaboration barriers. In the next such situation, apply a Collaboration Great Behavior for the individual to overcome these barriers.o Identify an opportunity to contribute to a colleague's project/work and proactively offer help to accelerate the achievement of (the client's) goals.



Measurable Benefits

The journey is having a significant impact on the SAP Italy population and has been positively perceived overall, achieving a Net Promoter Score (NPS) of 80%.

Additionally, the program has solidified a global network of executives with more than 200 participants going through the training and over 1,240 Go-Do's completed.

Program impacts have been directly related to the critical customer orientation behaviors and associated application activities throughout the journey. For each critical behavior they identified, BTS facilitators defined Go-Do's with SAP Italy's senior leadership, setting goals for SAP Italy.

After managers completed a Go-Do, they were asked to report the impact on their people and the company. Below, BTS facilitators present the impact as reported by participants.

No.	Desired Leadership Behaviors	Description
Go-Do 1	Identify an unexpressed need of a customer and raise the topic.	<p>Select a customer/business function where they have a low level of relationship and credibility:</p> <ul style="list-style-type: none"> - Identify an unexpressed need and which Raising Awareness Tool technique is the most appropriate among: <ul style="list-style-type: none"> o High-Impact Questions, Hypothetical, and Insights o Observing the customer's problems and Drawing conclusions - Use the chosen technique to raise the issue in the next scheduled meeting

Outcomes
<p>"I learned to better present opportunities based on customer benefits. By showing relevant results on system performance and capability, the client agreed to proceed with the proposed service plan to safeguard the company's upcoming launches. It also further strengthened our credibility and relationship."</p> <p>"I closed the deal on extended APP management and presented (for the first time in Railways) the solution with XXX client, XXX client, and XXX client."</p>



“I have learned to listen carefully to the customer, trying to understand the gray areas in which to give value and make a difference; never stopping at the initial request, but always trying to understand the real hidden needs.”

“I learned to anticipate the client's needs by asking high-impact questions. This accelerated the project and increased customer satisfaction.”

“Instead of asking closed questions in every phone call with XXX client and XXX client, I am also using the high-impact questions and the ROPE approach with the new XXX client. The result manifested itself: I could gather more views and close more opportunities.”

“I understood what the client's initial ambition was and shifted/increased it further. I learned that by using open-ended questions - to find out - instead of the usual Yes/No questions - to run faster - you understand better what is in the mind of the client/person.”

“The use of hypothetical questions allowed me to enable the XXX client to evaluate and then rule out alternative scenarios to the expressed proposal.”

“We were able to position a new solution for the XXX client, one that brings more value and with which the client immediately identified in the first meeting, thanks to [the way that benefits were presented].”

“The high-impact question 'forced' the customer to think about the possible benefits of our proposal. The XXX client accepted the offer of a 'pilot' to adopt our Cloud solution.”

No.	Desired Leadership Behaviors	Description
Go-Do 2	Propose proactive actions to address the key challenges the company faces and anticipate customer needs.	<ul style="list-style-type: none"> ○ Complete a Conveying Value Map for customer X and prepare a conversation with interlocutor QQ. ○ Plan a negotiation conversation with YY (can be an internal customer, partner, external customer), according to the model learned in the session.

Outcomes

“I was able to get the partner to fully understand the value proposition by articulating more carefully the points I felt were critical to a win-win approach for both parties.”



“Conveying Value Map allowed me to gather more results from the conversation with the XXX client.”

“The XXX client accepted my proposal to schedule meetings on a bi-weekly basis.”

“The XXX client welcomed the explanation of the main business need and wanted specific insights to capture more value in areas that previously seemed marginal.”

“The conversation with the XXX client was held by applying the model, which proved to be very effective, due in part to the path followed throughout the model and following a VCM.”

“I was able to manage a discussion with a new client thanks to the preparation for the meeting done with the Value Map.”

“The presentation aroused the interest of the customer and a supplier who endorsed the solution with the customer as he was already familiar with it too. The presentation phase of the offer has begun.”

No.	Desired Leadership Behaviors	Description
Go-Do 3	Understand the benefits of collaboration and strive to create an environment where information is readily available.	<ul style="list-style-type: none">○ Identify recurring situations where they often encounter collaboration barriers. In the next such situation, apply a Collaboration Great Behavior for the individual to overcome these barriers.○ Identify a time when they can contribute to a colleague's project/work and proactively offer help to accelerate the achievement of (the client's) goals.



Outcomes

“Close collaboration with the sales side for the start of a PE contract made from June to the end of August. The relationship was created, it is solid, made of esteem.”

“I helped my colleague to identify new opportunities by sharing my experience and different insights/approaches (lesson learned) from my previous project, thus identifying new solutions/solutions to manage more efficiently the PE contract.”

“Collaboration with my colleague made it possible to prevent an issue, however serious, from jeopardizing the go-live of the project.”

“Over the past weeks/months, I have acted as a buddy for two colleagues new to the PM role and at certain times of sharing I have given them advice on how to handle certain project situations to facilitate the achievement of project goals.”

“In the journey, I created stronger relationships with the presales team that follows XXX client. We clarified the perimeters of our action and we helped each other to facilitate the current problems the customer is experiencing.”

“During the XXX client Transformation program, I shaped an innovation approach, engaging all SIs involved in the CFIN PoC to spread risks and costs, keeping all partners involved on the customer side at 0 costs for XXX client. In that scenario, I fully supported the SW Sales team to position several SAP solutions, currently included in the final commercial BOM (including S/4 RISE).”

“During XXX client Transformation Roadmap, I fully supported the SW sales team to identify the possible business benefits related to specific SW packages (including Cloud) in order to facilitate the buy-in from the IT and business.”

“Through Great Behaviors, I can almost always make headway in situations where there are barriers to collaboration. Another important thing is that you are also perceived as collaborative, and this often predisposes other people to be collaborative as well. Also important is the empathy one can muster, it helps a lot. Active listening and (open) follow-up questions are crucial to identify potential ways forward and win-win situations, which otherwise would not come up.”

The results announced by SAP Italy at the end of 2022, with a +33% YoY of Cloud revenues, demonstrate that the program is more than ever in line with the company's strategy.

Looking at SAP Italy in 2022, the 39% Cloud Revenues growth YoY is an indicator of how the mindset change is starting to give the desired results.



Overall

The key findings and lessons learned from this journey are centered on best practices for developing learning journeys that drive business impact. These include:

- **Cultural transformation is essential for companies to successfully transition to new business models and strategies:** SAP Italy realized that a deeper cultural transformation was required to achieve its growth strategy of shifting towards Cloud services. SAP Italy needed to position itself as a trusted consulting services partner to its customers, in addition to being a provider of products. This required a shift in mindset and behaviors, which was achieved through the learning journey.
- **Building a customer-centric culture requires a deep understanding of customers' needs and a willingness to adapt to meet those needs:** The learning journey focused on providing participants with an understanding of the strategic need for customer orientation and how to integrate it into their daily decision-making processes. This required a willingness to adapt to changing customer needs and to prioritize customer success throughout the customer lifecycle.
- **Partnering with BTS helped accelerate learning and drive cultural transformation:** BTS provided expertise and guidance throughout the learning journey, which helped to accelerate the learning process and reinforce the importance of customer-centricity. By partnering with BTS, SAP Italy was able to benefit from their experience and knowledge, which helped to create a more engaging and effective learning experience.

Future Outlook:

Moving forward, it will be important for the CSS team to continue to prioritize customer needs and work closely with partners to deliver the best possible solutions. This will require ongoing effort to maintain and build upon the progress made during the learning journey. SAP Italy can also look to expand the scope of this cultural transformation to other teams and regions as it continues to shift towards Cloud services. Additionally, SAP Italy may consider incorporating ongoing learning and development opportunities for employees to ensure that customer-centricity remains a key focus.

Summary of Key Findings:

The learning journey, "Maximizing Customer Lifecycle Value," was successful in creating alignment around the SAP Italy Cloud strategy and reinforcing customer-centric mindsets



and behaviors. The journey provided participants with a deeper understanding of the strategic need for customer orientation and the tools and techniques to integrate it into their daily decision-making process. The engagement with BTS was key to the success of the journey, providing expertise and guidance to accelerate the learning process. Overall, the journey was a significant step towards achieving the necessary cultural transformation for SAP Italy to succeed in its shift towards Cloud services.

The main takeaway is that a learning journey that is highly contextualized to the business, focused on mindset shifts, and involving senior leaders can have a strong impact on the mindsets and behaviors needed for success in the organization.

The Maximizing Customer Lifecycle Value journey provided SAP Italy's participants with a greater awareness of customer needs and Cloud solutions. The journey serves as an example of how leveraging best practices enables a cultural transformation that supports a company's growth strategy: by creating alignment around the Cloud strategy and reinforcing customer-centric mindsets and behaviors, the journey helped drive adoption, consumption, and expansion throughout the customer lifecycle.



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