

Main Areas of Focus from Workshop Ideas

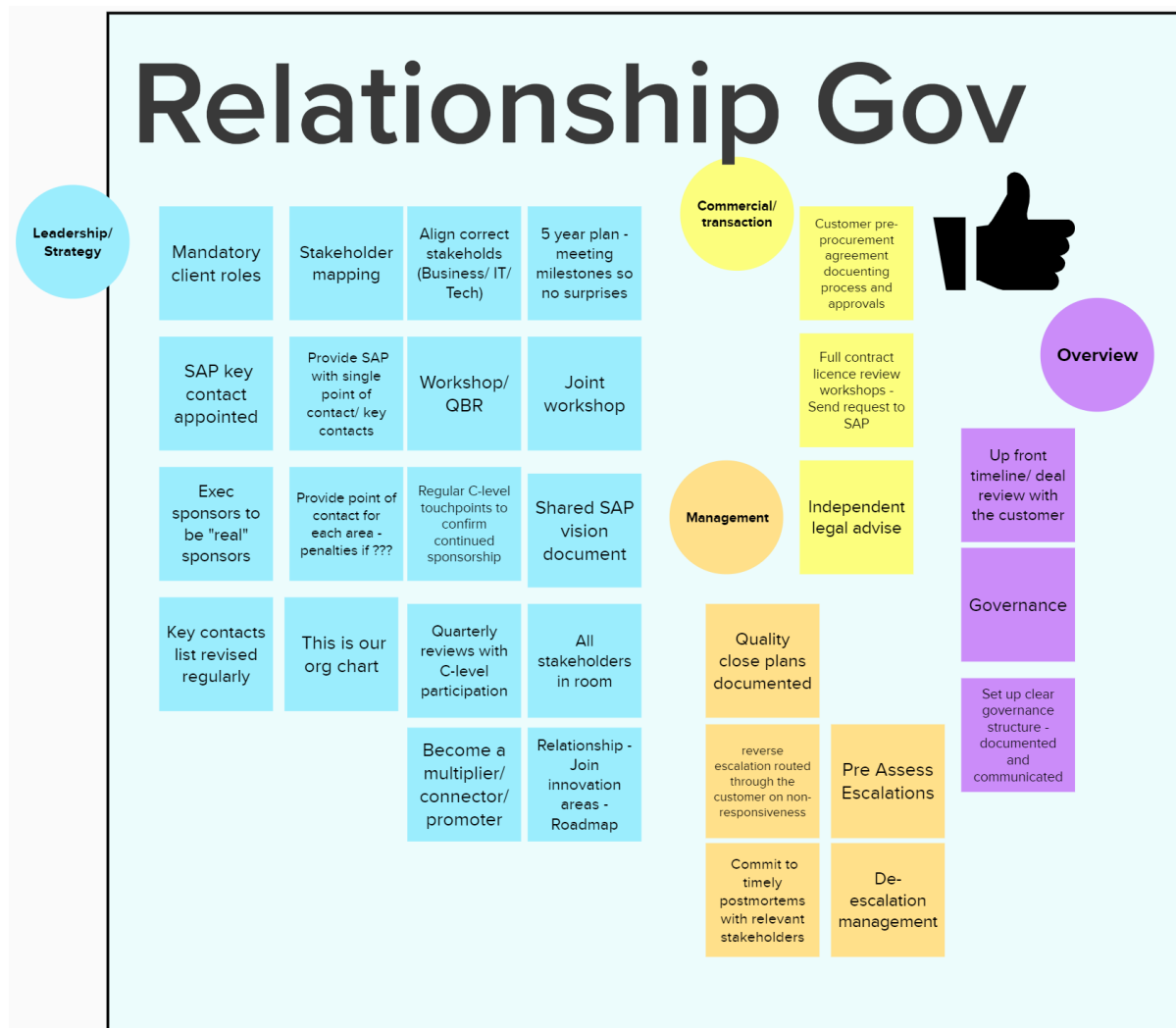
Amalgamated ideas from both workshops looking at the challenges in building a trusting relationship with SAP.

This document focuses on the ideas of how a customer can improve its relationship with SAP by making changes in the way they work with SAP.

There are three main areas of focus, which are also intrinsically linked

- Relationship & Governance
 - Leadership/Strategy
 - Commercials
 - Management
- How we engage
 - Processes
 - Workshops/meetings
 - Personal Interactions
- Communication
 - How and when to communicate
 - Understanding each other
 - Training the customer

Relationship & Governance



Overview

- Governance processes and structure documented and agreed up front between customer and SAP to include shared vision document

Leadership/Strategy

- Customer (as well as SAP) maps out the key stakeholders and contact structure for the different touchpoints required, including executive sponsors and a key single point of contact allocated for the project
- Create and agree meeting/workshop structures, requirements and regularity to ensure success, with an initial meeting, with all stakeholders present, to map out the shared vision document.

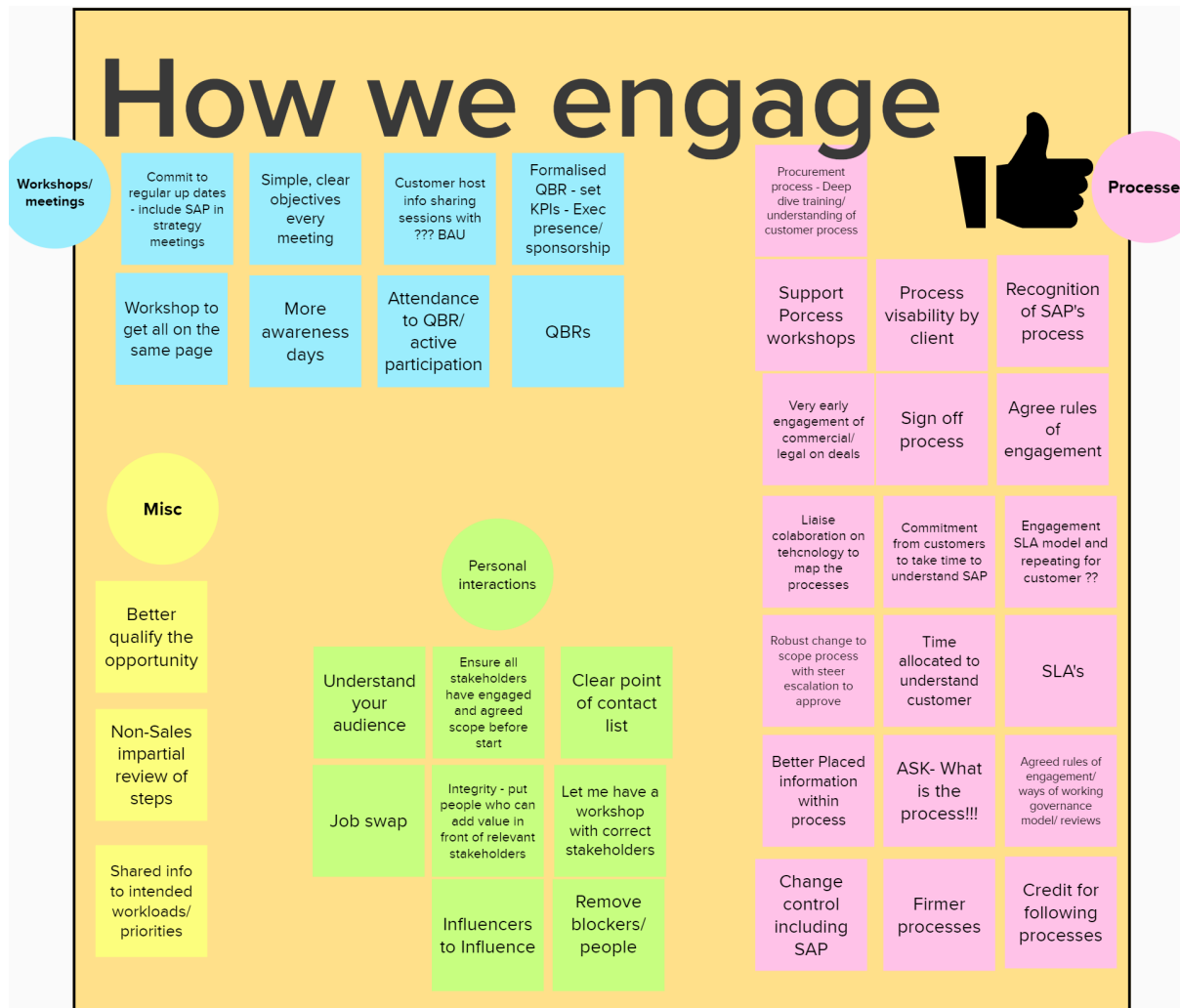
Commercial/Transaction

- Up front licence review workshop Customer shares procurement procedures and agrees pre-procurement document with SAP ahead of process [SAP share sales process], to ensure transparency and understanding of requirements.
- Legal requirements and procedure included in this step.

Management

- Processes and requirements should also be documented for when the solution has been purchased and implemented, including quality close plans, post-mortem discussions to include all stakeholders, escalation processes and SLA's and de-escalation management plans.

How we Engage



Engagement is intrinsically linked to building a relationship based on trust and like the governance requirements, important areas covering how we engage include how we buy, sell, implement and run.

It is extremely important for both the customer and SAP to understand each other's processes, as discussed in the Relationship & Governance requirements. Processes should be visible and recognised from both sides, including

- Procurement, including sign off
- Support
- Commercial/Legal
- Scope change and change control
- SLAs
- Engagement
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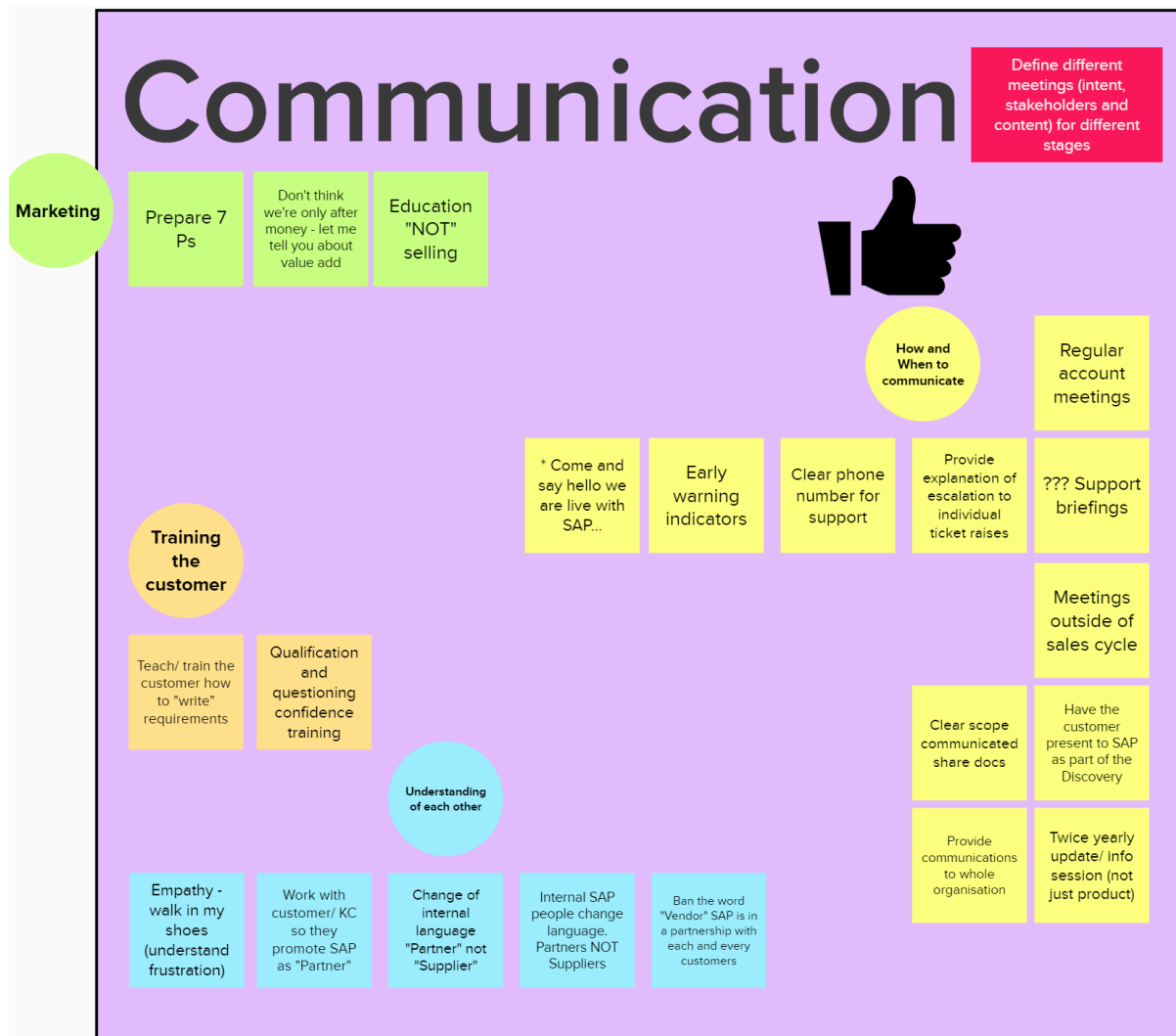
Regular communication is paramount throughout the pre-sale/purchase, purchase/sale and post-sale/purchase process and a robust workshop and meeting structure can aid understanding on both sides and promote transparency and trust, including

- Commitment to regular updates including awareness days
- Formalised process for Quarterly Business Reviews with set KPI's and Executive sponsorship and attendance
- Workshops to ensure alignment
- Active participation in all meetings and workshops is vital

As with all communication and engagement, personal interactions are of paramount importance and elements which will help those interactions include

- Understanding your audience
- All stakeholders being engaged and understanding who all the points of contact are
- Ensure the integrity of the engagement by only having those involved who can add value to the overall process.

Communication



Communication has been mentioned throughout the other key areas of relationship & governance and how we engage, which demonstrates both the link and importance of good communication.

How and when to communicate

- Regular account meetings are required amongst the other meetings and workshops mentioned in the other focus areas
- Support briefings can explain the escalation procedure and status, with early warning indicators and clear contact channels
- Communication outside of the sales process is also beneficial to aid the communication flow and build a trusting relationship between SAP and the customer. Bi-annual update/information sessions can be useful to provide clear information to the whole organisation.
- Clear scope should always be communicated to allow both the customer and SAP engagement to be transparent

Clear and effective communication, governance and engagement allows both the customer and SAP to fully understand each other, building empathy and moving the relationship status from a supplier/vendor to trusted partner.

Allowing SAP to support and guide the customer in the writing of requirements, developing qualification questions and gaining confidence in asking the right questions will aid this relationship transition further and help the customer make an informed decision.