Trust Initiative
SAP UKI and SAP UKI User Group

UKISUG
YOUR INDEPENDENT SAP COMMUNITY

THE BEST RUN SAP

Executive Summary

A strategic initiative was created between the SAP UKI and the SAP UKI User Group (UKISUG) on the topic of building trust.

A workshop format was developed that could be repeated involving direct customers and SAP representatives. A Design Thinking approach was used to draw out ideas that could potentially lead to new/ amended ways of working. Two workshops were conducted with delegates from direct SAP customer organisations and individuals across all lines of SAP business. (It was felt that no further workshops were needed as both concluded with similar findings).

Through a series of tasks, participants investigated the elements that make up trust and the areas (or perceived areas) of concern that could impact trust between SAP and the customer. The areas of concern were prioritised and then investigated further to generate ideas for each.

UKISUG see this as a key and strategic collaboration with SAP both globally as part of the SUGEN charter "Ease of doing business" and within the UKI Market Unit.

Positive Comments

SAP Empathy and support when partner let down customer

Not about blame, good collaboration/ working together for a shared goal/ mutual understanding

Collaborative team from SAP and customer to build bridges when project delayed

AE not seen as a vendor but as a partner – personal level, showing transparency and desire to understand business.

Open and honest exec exchanges

SAP wanting to understand business requirements/ how customer operates/ valuing the relationship

Delivered on promise as part of an escalation

Continuity/ consistency over time

Going the extra mile to resolve support issues when customer at critical point in implementation

Summary Areas of Concern

For SAP to consider

- Account Management/ Relationship - Account team churn Perceived importance (SME vs Multinational)/ Pressure to buy/ capability vs reality/ bypassing contacts/overselling/ hit and run behaviour/ Customer success or AE bonus? SAP First with SAP timelines

- Not one SAP – siloed/ internal conflicts. Conflicting messaging/ regional squabbles. Don't know who to talk to

- SAP Support - Responsiveness/ capability/ slow to respond / SLA's

- Capabilities – Enablement of VAT team on account details, lack of product skill/ knowledge/ experience. False deadlines. Software performance/ functionality/ inability to commit to roadmaps

- Communication – Lack of f2f/ who to contact/ no updates. SAP doesn't care/ understand/ respond/ lack of urgency. Inaction re: relationship agreed governance. Difficult to work with

- Contracting/ Pricing/ Licencing – Complex, confusion on pricing from SAP or partner/ not transparent. Process over common sense. Inflexible. No consistency. Lack of clarity on Audit. Lack of transparency

- Keeping the promise - Failure to deliver. Zero accountability. Lack of ownership on any issue! Not doing what is agreed. Over promise and under deliver

For Customers to consider

- SAP Process - Customer not following/ understanding SAP process (CIC, unnecessary customer escalations to SAP execs, support escalations)

- Transparency – secretive around decision making process/ strategy/ moving goal posts/ false sense of authority/ blocking access to stakeholders

- Licencing - Not taking responsibility for Licencing Management/ avoiding discussion/ not asking for help

- Capability - Lack of skills/ knowledge/ failure to engage/ not providing resources, poor requirements definitions

- Procurement - Holding SAP to ransom/ waiting for SAP to give a better deal/ / want for free/ large discounts/ unclear processes and deadlines. No intention of buying/ quote comparisons

- Comms/ Partnership – Not being open/ seeing SAP as vendor not partner/ preconceptions on just being ERP/Blame SAP when not their fault and going public about a dispute/ indecisive or changing scope

Summary of Ideas

The project team consolidated the ideas across both workshops into the grouped titles below. The greatest number of ideas and top priorities for SAP are highlighted in gold. *

For SAP to consider

- **Capabilities** – Enable and measurement on skills: e.g. behaviours, product, listening

- **Churn** – Change incentives to reduce churn

- **Customer Comms** – VAT team and customer workshops mandatory, pricing/ shelf-ware workshops

- **Governance/ Regular Meetings –** develop/ agree and act on governance model. Measurements in place to ensure consistency. Structured regular meeting types and frequency with actions that both customer and SAP team can view/ see. Joint workshops. Signed comms contract with penalties.

- **Incentives**/ KPI's – Change incentives/bonus model. Comp success. Deployment based targets

- **Org Structure –** Transparency of SAP operating model and give customer org charts with clear path of who and where to go. Customer centric alignment across all SAP roles

- **Portal -** One communication channel. Single collaboration tool and source of truth. Contact details of customer team. Transparency tool so customers can view their landscape easily

- **Pricing/ Licence –** Pricing simulators, due diligence as part of licence transaction. Simplified metrics No flex agreements to avoid confusion.

- **Product** – Easy to see/ reference roadmaps. Independent product comparisons

- **Strategy** – Think long term not transactional. Get to know customer business. Joint workshops. Define relationship together with customer

For Customers to consider

- **Capabilities** – Skills assessments/ educational sessions for SAP team. Support awareness training

- **Commercial** – Pre-procurement agreements/ Change penalties for scope change, checks on licence implications for new projects

- **Communications** – customer to provide info sessions for SAP team, regular updates on personnel/ business changes. SAP team to see benefits of implementations. Treat SAP as partner not vendor. Let SAP meet business to better understand

- **How we engage** – Formalised joint QBR/ KPI's. Clear objectives/ goals with change control to include SAP. Include SAP in strategy meetings. Business awareness days for SAP team. Remove blockers. Recognition of SAP Processes. Early engagement on commercial/ legal

- **Outcomes** – Timelines linked with strategy and shared business vision with business goals and planning. Customer hosted info sessions and alignment to business priorities. Agreement of scope and set expectations up front

- **Relationship** – upfront/ open timelines/ budgets/ regular meetings with stakeholders in business not just implementation teams. Quarterly reviews so no surprises or escalations

- **Tools** – Tool so customers can report licence usage/ access to contracts/ joint area for maintaining contacts in SAP team, measurements of customer success projects viewable by all

* Ideas are summarised

Areas being addressed

SAP

A number of the groups below are already being addressed within SAP. The next phase of the project will be to work with the customers involved in utilising these as a "pilot" and gauge feedback for any improvements.

Idea Group	SAP Resolution	Next Action
Incentives/ KPI's	Change of comp plans already implemented at Global level	Customer awareness using comms via UKISUG
Product	SAP Roadmap Explorer: https://www.youtube.com/watch?v=zP1mKwMUa8k	Customer awareness using comms via UKISUG
Portal	SAP for Me: www.me.sap.com Recently launched, it is still in its infancy with a lot of customers not yet using. Customers within the Trust project being asked to sign up provide feedback to project team.	Comms to customers and SAP VAT team asking them to be involved due to go out in next weeks
Governance/ Regular Meetings	Under investigation.	Grant/ Mandy/ Andrea to investigate further.
Org Structure	Some ideas are included within the SAP For Me tool. Others are now being considered within the product team for future enhancements.	N/A
Pricing/ Licence	Being addressed at a global level with collaboration via SUGEN	N/A

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UKISUG will be sending a communication to all members with recommendations for engaging with SAP. Customers involved in the initiative will continue to provide feedback via potential pilot projects.