

SAP Consulting

BUSINESS TRANSFORMATION ACADEMY
THOUGHT LEADERSHIP NETWORK



WHY BUSINESS TRANSFORMATION?

DRIVERS AND CHALLENGES

Business leaders constantly face changing market conditions caused by technological advancements, globalization, sustainability issues, and a changing workforce. To survive and prosper in global competition, top managers need to continuously and proactively transform their core business. Transformative programs cover, for example, business model changes, enterprise-wide IT projects, corporate transactions (such as mergers), outsourcing, and value chain optimization initiatives.

Transformation managers are challenged through the huge complexity of transformation projects: multifaceted and interrelated domains such as business and IT, change and leadership management, and processes and governance have to be aligned to successfully transform an enterprise. Moreover, there is still an evident lack of holistic knowledge on business transformation practices. Existing expertise on business transformation is fractional – limited to industries, functional areas, markets, or territories and in most cases not properly validated. Unsurprisingly, many projects fail. This is often not caused by a lack of IT and process skills but, rather, due to underestimation of complexity and an incomprehensive approach.

The **business transformation academy** wants to change that.

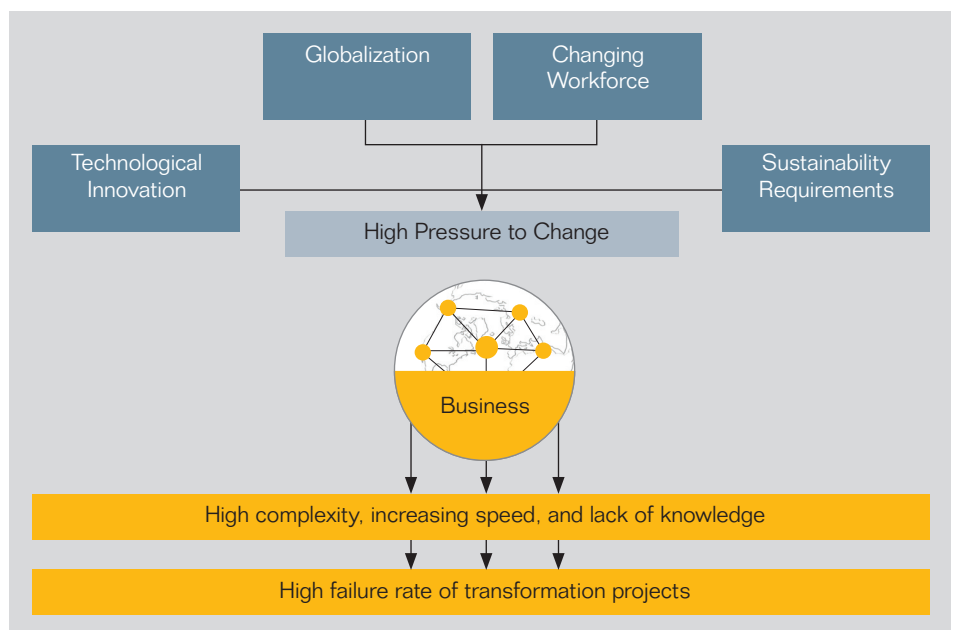


Figure 1: Growing Pressure to Transform Businesses

OUR APPROACH

BUSINESS TRANSFORMATION ACADEMY

Facilitating and guiding customers to **successfully transform their core businesses** is the business transformation academy's overall goal.

The business transformation academy is organized in the form of a thought leadership network. The academy creates and offers unique knowledge and expertise on the drivers, strategies, and practices of large transformation projects.

Strategic Objectives

The strategic objectives of the business transformation academy are:

- Facilitate and guide SAP customers' transformation initiatives
- Drive SAP internal transformation
- Create excellent educational programs on business transformation
- Develop innovative business transformation models, methods, tools, and services
- Build a unique global expert community
- Become the thought leader of business transformation

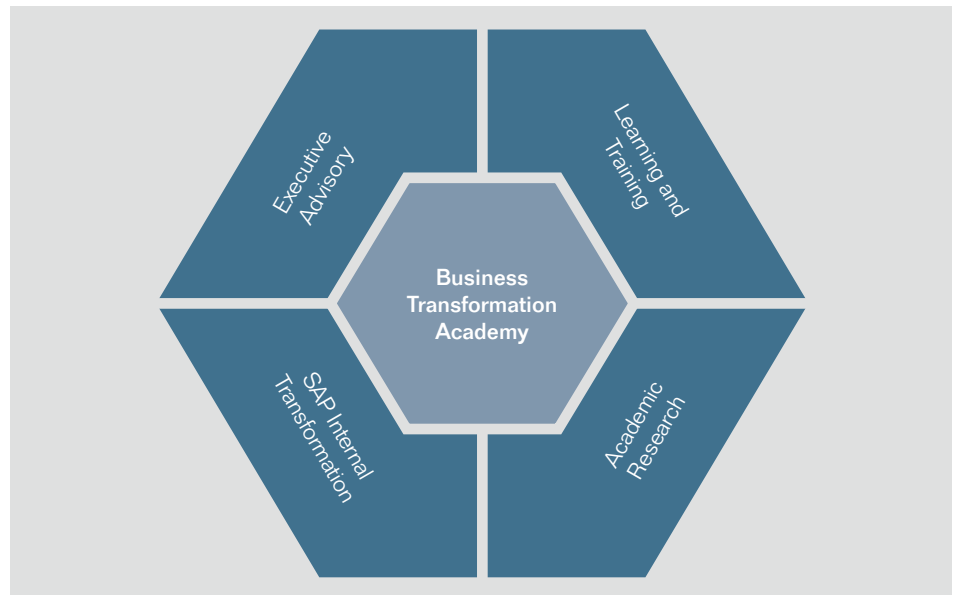


Figure 2: Dimensions of the Business Transformation Academy

WHAT WE OFFER

PORTFOLIO

The business transformation academy facilitates and guides SAP customers' transformation initiatives. The academy provides a holistic portfolio of new services and tools for executive advisory that perfectly complements SAP's core competencies.

The academy also creates a number of certified programs to prepare managers to successfully execute large transformation projects. Both consulting and training services are created and scientifically validated by an expert network.

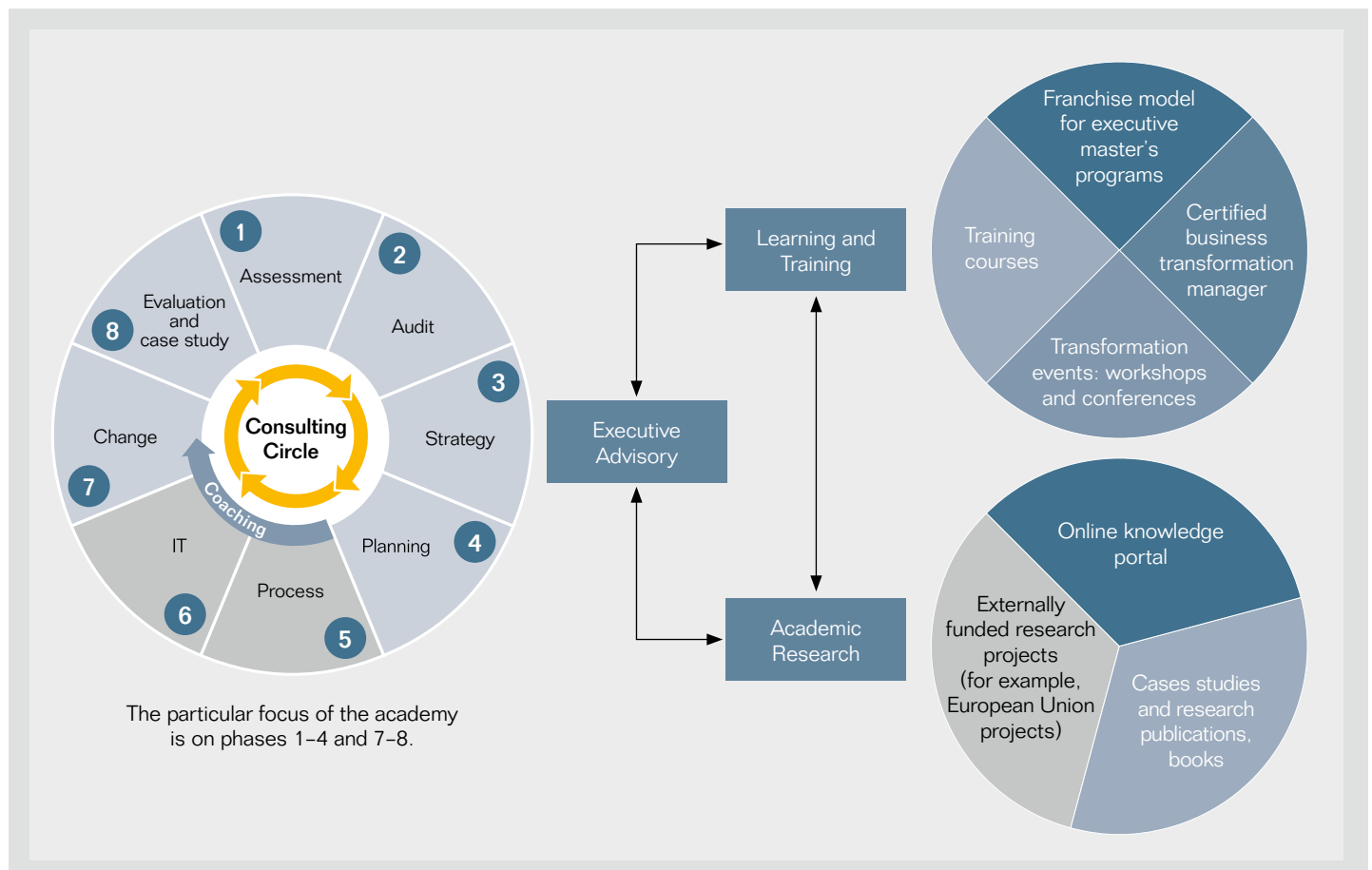


Figure 3: A Holistic Portfolio of Consulting Services and Tools

Executive Advisory: Guide Customers with Excellent Consulting

SAP is often asked to help the customers transform their businesses. The comprehensive range of services and tools provided by the academy covers all phases of large customers' transformation projects. A benchmark-based readiness assessment determines the overall preparedness of an enterprise before starting a transformation project. It identifies and – proactively – helps to address potential weaknesses. In the strategy planning and preparation phase, further facilitation can be provided through transformation audits conducted by academy experts and through extensive support in the planning of a transformation project. The coaching offered during the program realization is integrated with existing SAP® services in the field of IT and process management.

The knowledge generated throughout the planning and implementation process is thoroughly evaluated in case studies to gain deeper insights into the transformation process. Furthermore, this allows an objective assessment and presentation of the project's achievements.



Learning and Training: Train Customers to Transform Their Company

The holistic knowledge and expertise generated by the academy also forms the basis for a number of joint, certified educational programs, ranging from top training courses to master's programs on business transformation. Their purpose is to prepare transformation managers and "high potentials" to successfully change their organizations. The programs are held at top universities and business schools across the globe.

Academic Research: Minimize Risk Through Validated Transformation Knowledge

The knowledge used for consulting and training is subject to a systematic and diligent evaluation, conducted by top academics in the expert community. The research activities will, for example, generate scientifically validated benchmark data to proactively identify room for improvements. Furthermore, research encourages a deeper understanding of the transformation process and will evidently contribute to successful transformation projects.

BENEFITS

COMPREHENSIVE ACADEMY ON BUSINESS TRANSFORMATION

Attend the business transformation academy and enter a unique thought leadership network on business transformation:

- Discuss and collaborate with experts in charge of business transformation projects from various industries
- Access consulting services and tools to help transform your company
- Bring in and discuss your own business challenges
- Get continuous firsthand access to business transformation knowledge through analytical publications, benchmarks or reports
- Get in contact with top academic experts from various scientific disciplines who have vast experience in applied business transformation research
- Participate in events and workshops
- Benefit from top educational programs on business transformation



To Learn More

To learn more about how SAP can help you with your business transformation, call your local SAP representative or visit our Web site at

www.sap.com/services/bysubject/consulting/servicecategories.

50 097 290 (09/11)

©2009 by SAP AG.

All rights reserved. SAP, R/3, SAP NetWeaver, Duet, PartnerEdge, ByDesign, SAP Business ByDesign, and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP AG in Germany and other countries.

Business Objects and the Business Objects logo, BusinessObjects, Crystal Reports, Crystal Decisions, Web Intelligence, Xcelsius, and other Business Objects products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of Business Objects S.A. in the United States and in other countries. Business Objects is an SAP company.

All other product and service names mentioned are the trademarks of their respective companies. Data contained in this document serves informational purposes only. National product specifications may vary.

These materials are subject to change without notice. These materials are provided by SAP AG and its affiliated companies ("SAP Group") for informational purposes only, without representation or warranty of any kind, and SAP Group shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP Group products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

SAP Deutschland AG & Co. KG

Hasso-Plattner-Ring 7

69190 Walldorf

T +49/6227/7-47474

F +49/6227/7-57575

E info.germany@sap.com

www.sap.de

THE BEST-RUN BUSINESSES RUN SAP™

