



CLIENT
VALUE
STUDY

Powering Influencer-driven Sales Enablement for SAP

Forty years ago, the term “building a technology platform” was a meaningless phrase to even the most innovative business leaders. Today, companies that want sustainable, profitable growth know that leveraging technology is the most efficient way to reduce costs, improve performance, develop strong customer relationships and lift institutional value.

That is why since 1972, SAP has had a vision for companies of all sizes to become “best-run businesses” by empowering every aspect of their operations. With a rich history of innovation and growth, SAP is the world’s most recognized provider of business software solutions for all industries, in every market.

In 2008, SAP Global Marketing launched an international initiative to expand SAP’s outreach to fast-growing small and medium businesses with a set of solutions designed specifically for emerging-growth organizations and sold through new routes-to-market.

Situation

SAP has long enjoyed a strong reputation for quality solutions and impeccable service among large, sophisticated businesses. While this distinction is usually an advantage, SAP Global Marketing quickly discovered that the company’s conventional sales messages and methods – selling on features and functionality to technically-oriented IT leaders – would not be effective for penetrating smaller organizations.

“The buying criteria for emerging-growth companies worldwide are wholly different than those of large enterprises,” said Scott Lutz, Vice President of Global Small & Medium Enterprise Marketing for SAP. Lutz leads the Customer Insight & Strategy group at SAP, primarily responsible for market intelligence, customer loyalty programs and market development to new channels. This group is leading the charge within SAP to aggressively engage new markets.

“Even though we have 35,000 customers in the small to medium-size company space, most buyers in this segment are not familiar with SAP’s offerings because they think we primarily serve the large enterprise market,” said Lutz.

SAP’s Customer Insight & Strategy group took on the vast challenge of enabling SAP’s global sales team with a go-to-market platform that had never been implemented in the organization – or the industry for that matter. Lutz was familiar with Motum’s quantifiable, marketing-powered results, so he called on the revenue performance firm to help SAP develop and implement the precise strategy to engage this promising market.

Why Motum

SAP did not readily have the content, marketing assets, training tools, sales methodology or competitive information in context of the unique offerings and channels required for their target market. Other firms engaged by SAP during the program’s pilot produced plenty of materials, but did not execute upon it. Lutz’s team would have to document, disseminate and educate the sales organization through a program required to execute at a global level.

“We were not in a position to scale our program globally using our limited internal resources,” said Lutz. “We also did not have the time or resources to educate a generic sales and marketing consulting firm. I knew Motum would bring the right urgency and expertise because they had delivered results on our level before.”

Motum started from ground zero, immediately launching a discovery process using its proprietary go-to-market methodology to uncover and decompose all the elements of SAP’s positioning and tactics. Next, Motum helped SAP craft a differentiated messaging framework, while concurrently implementing the sales enablement program to empower SAP’s new and traditional channels with the new messaging.



“Motum understands the marketing side of the house and how it dovetails into the sales operations side to power revenue performance. More than that, Motum is the only firm that has the depth and expertise to help SAP execute our go-to-market strategy while simultaneously leading the achievement of sustainable revenue growth.”

Scott Lutz –
Vice President of
Customer Insight &
Strategy, Global
Small & Medium
Enterprise Marketing

BEFORE MOTUM	MOTUM SERVICES	WITH MOTUM
Traditional go-to-market platform relied heavily on strategic sales to IT within large enterprises, but did not appeal to the pains of C-levels leading small to medium-size businesses	Motum Revenue Performance Baseline™ and Field Enablement Blueprint	Global revenue-generating teams equipped with all differentiated messaging and business development techniques that empower them to pursue new routes-to-market
Existing messaging was non-differentiated, not targeted towards buyers' pains and intended for a technical audience	Motum Power Play™ Book, Cheat Sheet™ and Pitch Book	Sales teams now deliver a consistent, crisp and compelling message that resonates with the financial, business and personal pains of C-levels within emerging-growth customers
Sales and marketing teams worked toward disparate goals, creating conflict between departments and diminishing revenue growth	Motum Field Enablement Roundtable	Global marketing garnered buy-in from sales teams eager to create an Unfair Competitive Position™ for attracting new clients

Based on the findings, Motum helped SAP extend their traditional direct sales model by guiding SAP through a multi-pronged strategy that utilizes new routes-to-market to reach new customers through channels not conventionally employed in the market.

Revenue Performance Results

The most immediate milestone that Motum reached was the accelerated speed with which all the materials, tools and procedures for the sales team were designed and prepared. Motum conducted multi-layered research, delivered specific content and began training the Americas sales team within a matter of weeks, while ensuring that all materials were ready to roll-out in the United Kingdom, Germany and France less than a month later.

“As a global group, we are responsible for deploying this sales program on a repeatable basis around the world, so Motum’s speed-to-market was essential to SAP’s success,” said Lutz.

Another notable result was the reaction of the sales force to the new assets. The enablement program was developed from a customer point-of-view, clearly outlining new routes-to-market that quickly

produced new income streams. Several limited training sessions with sales managers brought eager requests from sales organizations seeking more education on this unconventional strategy that went beyond the antiquated, non-scalable direct sales technique. Sales representatives were armed with a Power Play Book™ and Cheat Sheet™ to help them relate to customer pains rather than selling features and capabilities.

“The buy-in from the field was very important because it is difficult to get programs developed and executed for the field if you are in a global marketing role,” said Suzanne Monteferrante, Director of Small and Medium Enterprise Market Development at SAP. “When sales leadership says, ‘Yes, we want this, and we want it *now*,’ it is a positive sign that it will not just be put on a shelf, but will be put into practice to drive revenue.”

“Most companies’ sales and marketing organizations do not work together nor do they measure themselves on shared outcomes, but Motum’s expertise and program is helping these disparate groups within SAP operate as a cohesive unit.”

Scott Lutz – Vice President of Global Small & Medium Enterprise Marketing

Furthermore, Motum developed a Field Enablement Blueprint that outlines the ideal platform for SAP to gain an Unfair Competitive Position™ in this highly-dynamic marketplace. SAP is now positioned to acquire significant market share through differentiated messaging coupled with new business development

techniques and an accountability program that mitigates risk across every stage of the sales cycle.

Motum is also helping SAP provide their sales team with a world-class sales kit that employs the differentiated messaging in specific sales tools unique to selling to emerging-growth buyers and their trusted influencers.

Overall, Motum’s impact for SAP reaches far beyond tangible results. “SAP’s sales teams take us more seriously because, through Motum, we bring an incredible insight into their needs,” said Lutz. “We now provide the precise training, enablement and support required to grow our business in new markets.”

Motum is the premier revenue performance firm, helping clients develop and implement a go-to-market platform that sets the stage to grow revenue at a lower cost. Implemented by market leaders such as Microsoft, SAP, Del Monte Foods, OKI Data, The SAS Institute, CenturyLink, Ancillary Care Services, SOURCE, First Angel Capital, XETA Technologies, Pegasus Logistics, Miller Nash and The Vintage Racing League, only Motum immediately integrates into your operations, objectively pursues opportunities for improvement and leads the achievement of sustainable revenue growth.

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