

SAP | Gold Winner

Strengthening Marketing's Role in Customer Experience and Success

Moments That Matter Initiative

Driving a Harmonized Post Purchase Journey Across Teams, Lobs and Global Regions

BUSINESS CHALLENGE

Over the past 45 years, SAP has been on a journey with customers to help them create value for their organizations by applying technology to solve some of their most complex challenges. As SAP continues to derive more of its revenue from its cloud solutions, it needed to develop a greater customer centric marketing approach for the post purchase (pre-renewal) journey. This E2E customer lifecycle journey approach needed to also align with the sales, operations, and services areas. This required a cultural shift to not only focus on the entire journey, but also to drive collaboration across the organization and provide resources necessary to effect such a change.

BUSINESS OBJECTIVE

The Customer Marketing Loyalty & Advocacy team developed the initiative called Moments That Matter. The goal was to harmonize the post purchase journey across the various business units and solutions so that all customers would receive a consistent, and foundational, level of content to enable their success. The initiative, based on industry best practices and the best practices of SAP's cloud business units, identified seven key moments in the post purchase journey that would enable the customers' success with their acquired solution and build a solid relationship with our company. By engaging and supporting customers throughout these moments to drive their usage, adoption, and success, SAP would achieve its business objective of customer loyalty, goodwill, renewals and expanded revenue.

PROGRAM EXECUTION

The Customer Marketing Loyalty and Advocacy team drove the initiative, working closely with the Cloud Customer Operations team as the company embraced this post-purchase customer experience approach. Significant cross organization collaboration, albeit somewhat novel, not only with the Cloud Operations team, but also across the regions and the many LOBS and their Customer Success Teams, enabled a comprehensive customer centric program to be developed. This collaboration required new methodologies not just for the marketing efforts, but also for operating processes and technology efforts. The company's global footprint and vast portfolio of business solutions, especially from many acquired companies, increased the complexity of pulling this together. The Customer Marketing Loyalty & Advocacy team

spearheaded this innovation, bringing about a business change that creates a better customer engagement model and success for our customers.

The Moments That Matter initiative, harmonized across all SAP cloud solutions with a templated approach, ensures that a consistent experience and a foundational level of information is provided to all customers, independent of their size, segment or solution. Starting when the contract is signed with the Welcome Program, it continues with 54 touchpoints through customer journey aligned to the seven programs within the initiative. The other six programs are Go Live, Show Value, Emergencies, Anniversaries, Renewal, and Advocacy. Additionally important to the post-purchase journey, was creating an always-on communications approach to ensure continued engagement between the Moments. This four-pillar, always-on strategy consists of 1) regular cadence of communications—newsletters, 2) virtual connections—webinars and hosted communities, 3) live connections—global, regional and local events, 4) innovation and inspiration—customer storytelling.

BUSINESS RESULTS

The Moments that Matter initiative has

- Established a formal, harmonized program of solution specific touchpoints providing customers with a consistent experience across our varied solutions and regions.
- Provided customers with the relevant guidance and information they need, when they need it, to get started and move through their journey successfully.
- Generated on average 30+% open rates.
- Resulted in content usage that aligned to our objectives and confirms the customers' need for assistance at these critical stages (i.e. top content in Welcome: "Getting Started", "Planning Your Journey" & "Tips for Project Success").
- Increased post purchase participation within the LOB and solutions teams with the templated approach.

We will continue to evolve post purchase efforts for enhanced customer success, illustrating to our customers SAP is running together with them on their journey. The initiative's success supports SAP's goal to be the number one cloud company in the world and to help our customers, and the world, run better.