

Helping SAP Turn More Companies into Best-Run Businesses

GLG Case Study

“Gerson Lehrman Group affords us unprecedented access to top industry experts who arm us with a clear, timely picture of the market so that we may better understand what today’s decision-makers think, want, and need.”

– Stephanie Marley
Global Competitive & Market Intelligence, SAP Americas

SAP’s vision is simple: “Make every customer a best-run business.” To live this vision, the world’s largest business software company focuses on understanding every aspect of its customers’ needs, markets, and competition. And to compete and win in a fiercely competitive market, SAP knows it must maintain a fix on the industry’s shifting trends, issues, and opportunities. A tall order—but one necessary to serve customers, accelerate growth, and strengthen overall market share.

As a result, this technology leader continually conducts rigorous research to keep its finger on the pulse of the market—and to ensure that the Company’s message and mission resonate with current and prospective customers. SAP taps all the traditional market intelligence tools as part of this critical process. However, such sources do not typically specialize in providing objective qualitative insights from hard-to-find experts. Therefore, in a world where markets move quickly, the team at SAP knew it needed more.

Enter Gerson Lehrman Group® (GLG), the world leader in helping more than 600 clients find, engage, and manage experts.

A trusted bridge

To enhance its research capabilities, SAP taps the GLG Technology CouncilSM, a membership-based organization of 40,000 profiled experts in the technology sector. The GLG standards and systems simplify identifying, profiling, and contracting with numerous subject-matter experts, removing for SAP many of the grueling administrative tasks required to consult with individual professionals.

“GLG builds a trusted bridge between SAP and key decision-makers throughout the software universe,” says Stephanie Marley, Global Competitive & Market Intelligence, SAP Americas. “Here, we can road-test our hypotheses to ensure we are developing and marketing the best client solutions. Ultimately, we can make more confident, informed decisions based on insights from top industry luminaries.”

And that access can impact critical business decisions, according to Orest Borys, Director of Operations at SAP Americas. Borys and his team tapped the GLG Council MembersSM at a time when SAP was considering a move into a very specific niche segment of the mid-market government sector.

“After securing considerable insight from the GLG Councils, we decided it would not be in the best interest of SAP to enter that particular market at that time,” says Borys. “The exceptional inputs we gained through GLG helped us make the right decision about our overall growth strategy.”

Objective expert input

Within Marley’s area of global marketing at SAP, she and her team focus every day on arming the sales force with comprehensive

SAP Americas

Industry
Technology



Annual Revenue

€9.4 billion in 2006 (US\$12.5 billion) – SAP

€3.4 billion in 2006 (US\$4.5 billion) – SAP Americas

Customers

39,000+

Employees

39,300+

Focus Area

Competitive & Market Intelligence

SAP Challenges

- ▶ Gathering valuable qualitative intelligence quickly
- ▶ Gaining valuable insights on target markets globally
- ▶ Acquiring a richer understanding of critical trends and perspectives

GLG Solutions

- ▶ Rapid engagement of the world’s leading experts through SAP’s choice of media, including telephone consultations and in-person expert panels

SAP Benefits

- ▶ Accelerated insights to inform confident business decisions
- ▶ Stronger qualitative research results not accessible through traditional market-research tools
- ▶ Ability to test-drive hypotheses with the world’s pre-eminent experts for more effective marketing and sales strategies

market intelligence so they can maximize their performance and build SAP's business. In the end, Marley says, "GLG helps build confidence. Confidence among the sales force in knowing that they understand and deliver what decision-makers want, need, and expect. And, ultimately, confidence in SAP among decision makers."

This is particularly critical because, even as SAP maintains its stronghold in the large enterprises, it continues to explore growth opportunities within small- and medium-sized businesses. To understand the diverse and evolving needs of these segments—and to know exactly how to speak these customers' unique language—Marley and her team work to compile timely and comprehensive market insight. By using GLG, the team has access to the most objective inputs from around the globe.

"GLG Council Members provide objective input. They tell it as it is. They are not our clients or our suppliers. They have no hidden agenda. This objectivity is very powerful indeed," Marley says.

Skilled people and unique systems

GLG provides SAP with specialized services and innovative Web-based tools to find, engage, and manage interactions with GLG Council Members—some of the world's leading experts across every industry. While the GLG Council Members provide tremendous value, there's a quieter, yet critical, benefit to working with GLG: its skilled people and its unique systems.

Marley and her team work closely with SAP's dedicated GLG Research Manager, who leverages powerful GLG proprietary knowledge management systems to recommend relevant GLG Council Members for each SAP consulting project. To enhance the client experience, GLG provides Research Managers with a domain expertise closely

matched to the client's industry. SAP's dedicated Research Manager hails from an enterprise resource planning background, which enables him to serve as a strong bridge between SAP and the experts in the Councils. Marley underlines the advantage of the skilled Research Manager, "Our Research Manager understands the business needs and the industry. This is yet another benefit of working with GLG."

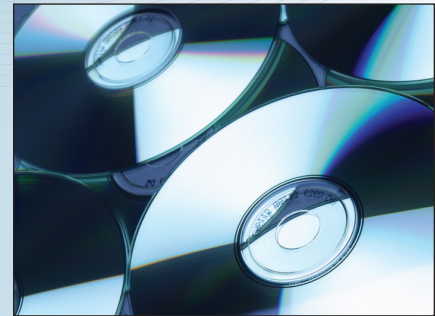
A broad and deep expert network

GLG has a worldwide expert network of more than 150,000 Council Members. SAP consults with select groups of GLG Council Members—ranging from leading CIOs and integration partners to software buyers and users—to gain critical, objective market insights on a range of topics and issues.

For example, Marley and her team engaged in a series of telephone consultations with CIOs from the GLG Councils to help understand industry perspectives on CRM solutions in the North American mid-market. In fact, Marley's team continually taps the GLG Councils for insights on the impact of key industry moves, mergers, and markets—to help give SAP a competitive edge.

"GLG brings us the experts we need, right when we need them. The GLG services help us build a better, smarter growth strategy at SAP."

Marley highlights the scope of the GLG expert network as another benefit of working with GLG. "We at SAP benefit tremendously from GLG's unique ability to provide valuable, objective insights from leading influencers in every corner of the market, even on short notice," says Marley. "This service helps accelerate our speed-to-insight from precisely the right experts, every time."



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SAP Americas