

## SAP | Diamond Winner

### Transforming Marketing with Data, Analytics and Insights

Within SAP is a small global team called Customer and Market Insights (CMI), incubated within the office of the CEO as SAP's strategic insights agency. In early 2018, CMI, along with Marketing, was tasked to lead the design, build, and launch of a completely new and innovative digital listening engine to more deeply understand SAP's customers and markets, then hardwire this digital voice of the customer insight horizontally into ALL corners of Marketing and Sales to ensure the best customer experience in the industry at every touch.

CMI's research uncovered a growing gap between what customers expect IT vendors to know about them vs. what they actually know. Filling that gap today is a lot of guessing, which still fuels a surprising amount of marketing and sales activity in many companies. The downside of guessing goes beyond inefficiency and cost, but more deeply into negative customer and brand experience. Customers don't just want you to "find them" or "sell them," they want you to "know them" and "help them."

To close this listening gap, CMI, together with Marketing, innovated a centralized, massively scaled, account-level digital listening platform called SAP's Digital Account Intelligence Center (referred to as SAP's Digital AI Center).

While technically complex, the idea is simple: Listen, Understand, Act. First, bring together the most insightful data on your customer's needs and LISTEN to it. Then, apply sophisticated analytics, platforms, and predictive science to more deeply UNDERSTAND their needs in the moment. Lastly, hardwire those insights into the platforms and processes of frontline Marketing and Sales teams to allow them to quickly ACT on customer needs.

Working with SAP AppHaus to conduct in-depth, end-user research and market competitive research, the team created a detailed persona-driven design of 10 high-impact target personas across Sales and Marketing functions. With SAP's Digital AI Center, the digital "voice of the customer" is delivered to support each of the Marketing and Sales target personas in a very tailored way and via their preferred channel: Mobile, desktop, or embedded experiences.

In addition, the data each persona sees is further tailored to the specific solution category they are focused on (SAP has 13 macro-solution categories in its portfolio). This rigorous persona-based design and data/platform tailoring allows Marketing and Sales users to understand their customers and prospects in the workflow they live in.

SAP's Digital AI listening engine is changing the ways SAP Marketing and Sales teams identify accounts that are in-market, select accounts for next steps conversations and engagement, and follow-up to drive pipeline and revenue.

The highlights:

- **Always-On Prospecting and Demand Gen** - Marketing and Sales teams leverage weekly account digital buying signals to prioritize accounts, identify the most promising opportunities, and support a “One SAP” approach across multiple organizations.
- **Paid Media, Digital Retargeting, and Email Nurture** - Marketing is using digital account intelligence and targeting accounts activating “in-market” buying signals in paid media, paid social, and email nurture.
- **Competitive Takeaway** - A unique feature we bring is technographic insights so Marketing and Sales can easily identify competitive install base.
- **Customer Renewal** - SAP’s Customer First, Sales, and Marketing teams can now actively listen to existing customers to see the earliest indicators of potential churn.
- **Project Amplify** - Free promotional offers, this supports support customers’ resiliency and helps them navigate this uncharted territory of the pandemic.
- **Supercharging the Virtual Events Lifecycle** - With the absence of physical events and meetings, Marketing teams are embracing digital listening and precision targeting capabilities across the virtual events lifecycle (pre-, during, post-event).
- **Precision Digital Audiences** - The Marketing team is now driving new account-based strategies to directly link surging account intent with actual (anonymous) buyers and buying centers within those accounts.
- **SAP Store** - Recent events have increased the need for SAP’s portfolio of online solutions to be purchased “no touch” and procured easily over the web.
- **Partners** - SAP’s Channels and Ecosystem teams are embracing digital account listening offering for their extensive partner ecosystem.

Ultimately, SAP innovated a new customer listening capability that is completely unique and does not exist in the industry from any marketing technology vendor today, with a custom data model and taxonomy, custom algorithms, and custom platforms.

For team members, this unique “experiment” has been a game-changing professional development experience to do exciting, very visible customer work and be part of a culture of co-ownership. Six teams participated and the range of skills included data science, digital marketing, account-based marketing, project management, App/UX development, and operations.

The team began with a very focused small pilot and ultimately achieved “hockey stick” scale and everyday adoption across marketing and sales, growing accounts from 2,600 in North America to 480,000 across all regions, growing users from 40 in the US West sales team to 5,500 globally, and increasing the sales funnel from an initial pilot contribution of \$10M to more than \$575M.