

# How to Succeed — and Lead — in the Digital Transformation Era

## 4 Critical Questions to Ask Before Beginning Your Journey



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With more than 40 years of experience and investment in ERP- and e-commerce-enabled operational efficiency at their companies, business leaders have now entered a time in which entire industries are being digitally transformed. Uber and Airbnb are fundamentally changing the definition of products in transportation and hospitality, for example, by creating a more efficient networked economy of sellers and buyers.

Digital businesses that have effectively built strong bonds with customers are now encroaching on the established market share in adjacent industries. Chinese internet retailer Alibaba, for instance, is repurposing its trusted digital relationships with millions of consumers to create Yu'e Bao, the second largest mutual fund in China, disrupting traditional banks' revenue sources.

Digital transformation differs from previous innovation spurts. At its core are three elements:

1. Purpose-built networks of employees, customers, and partners collaborating to build and sell meaningful products
2. Real-time analytics that provide rapid optimization to improve the customer experience and drive margins
3. Radically more engaging experiences for customers enabled by sophisticated data analysis and micro-segmenting

How can established companies seize these digital transformation opportunities to lead their industries through today's changes — and keep upstarts from threatening their business?

### 4 Critical Questions

Organizations can look to technology to help foster change and improve efficiency. Technology platforms provide a plethora of functionality that enables companies to transform their businesses — but it's not as simple as selecting siloed, cookie-cutter applications.

Rather, leaders should be asking four imperative questions before implementing any solution:

1. How can I assemble the right people, data, processes, and content around each discrete task to drive customer, employee, and partner performance?
2. What networks do I need to create or be a part of?
3. Can my technology and vendor choices help me respond to shifting market needs over the next several years?
4. In the face of emerging one-size-fits-all cloud solutions, how do I leverage the speed of the cloud but still differentiate my company from the competition?

SAP kept these questions in mind when thinking of ways to help our customers not only defend their turf, but take a leadership position as this new footprint for doing business emerges. In 2012, SAP began this journey by introducing SAP Jam — our flagship collaboration platform that creates networks for employees, partners, and customers to collaborate and co-innovate around core business processes. The platform also removes significant latency in how information and knowledge flow across demand and supply chains. Fifteen million subscribers later, SAP Jam is helping leading organizations create the needed network effects that accelerate performance across diverse channels.

### Moving Forward

This year we commenced the next phase of helping organizations digitally transform by announcing the SAP Jam developer program. The developer platform is designed to help customers drive competitive differentiation and win in their markets. Integrated with SAP HANA Cloud Platform, SAP Jam now provides our customers with the agility and flexibility to customize and continually optimize how they bring together people, data, content, and processes to get work done and to transform how they operate and engage with customers and partners.

With the broadest set of cloud applications in the industry, a powerful foundation to extend these applications and build new ones on SAP HANA Cloud Platform, and leading networks such as Ariba and SAP Jam, SAP is in a unique position to help customers not only defend but *lead* in the coming age of transformation. ■

# Transforming Work Is Easy as Pie

SAP Jam Bridges Systems and Processes by Promoting Social Collaboration Among Users



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Carl Sagan once wrote, “If you wish to make an apple pie from scratch, you must first invent the universe.”<sup>1</sup> Sagan alludes to the fact that even simple actions require major foundational elements to be in place. In business, many companies are at some stage of setting up a social collaboration program to help employees achieve better efficiency and meet goals. Establishing such an initiative might feel like creating an entire universe, but with SAP Jam, we’ve made it as simple as baking pie.

For any employee, completing a given business activity requires quick, real-time access to business data with the proper context. Imagine you are a salesperson preparing to talk to a long-time customer about a new opportunity. Before visiting the customer, you’d want to know key customer relationship management (CRM)-related information such as other open opportunities, service requests, and escalations. You’d also want to know more information beyond what is typically stored in a CRM application, including key conversations and presentations. You might even want to bring together everyone in the company who works on the account, regardless of their role.

Unfortunately, gathering all of this information can be time consuming or not even possible without access to certain data and systems. This is where SAP Jam comes in.

## A Bridge Between Systems and Processes

SAP Jam builds a bridge to any existing business application via an open data (OData) protocol, giving companies further agility when integrating their business applications with SAP Jam. The OData format provides key information about business records that SAP Jam can natively understand, such as how records like accounts, opportunities, contacts, and service request records in SAP CRM or orders, invoices, and quotation records in SAP ERP systems relate to one another. Having direct access to the business data makes it easy for organizations to build customized line-of-business or industry-specific collaboration-driven

processes, known in SAP Jam as work patterns (see **Figure 1** on page 58). The recipe for creating effective work patterns is simple:

1. Using a simple web-based admin console, configure a set of service end points to let SAP Jam know where to access the data and what kinds of data will be used in work patterns, such as a list of items from an inventory application matching a certain part number.
2. Build work pattern templates that create user-customizable, loose structures around the data via a drag-and-drop designer.
3. Associate the work pattern templates with specific types of business records. When users want to interact with a given business record from within the SAP Jam experience, they will be intelligently advised which collaborative process they should use. SAP Jam will allow them to start a new workspace based on that process that includes key social and collaborative capabilities, such as pro vs. con tables, surveys, or shared checklists, to make the process run faster and more consistently.

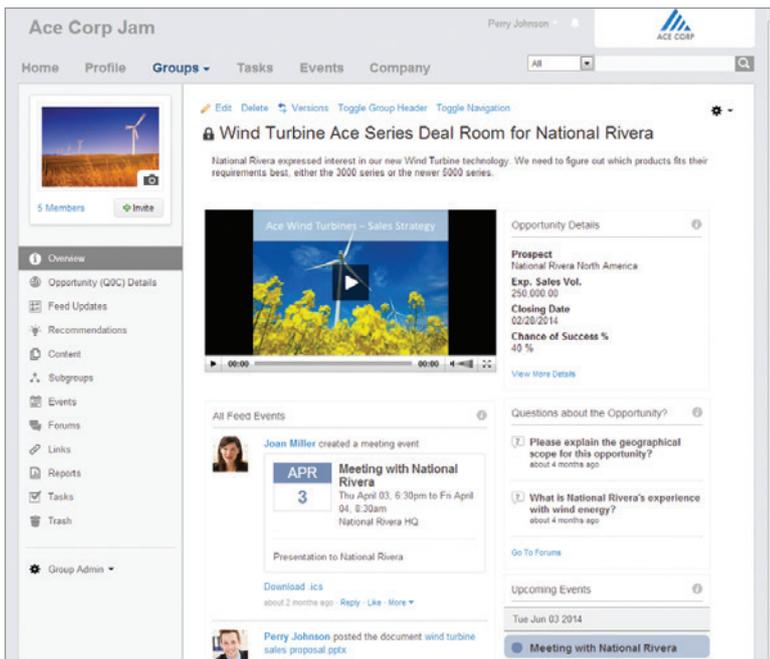
By performing these tasks, companies can transform their existing formal business processes with new collaborative tools and capabilities from SAP Jam that allow their employees to complete work faster with fewer errors and better results. Let’s take a deeper look at what companies can do with SAP Jam.

## Deliver the SAP Jam Experience Anywhere

To ensure that collaboration is available when and where people need it, you can now port pieces of the SAP Jam experience to any application — desktop or mobile, SAP or third-party, on premise or cloud, and in any development language. This includes application programming interfaces (APIs) and

**Note:** To make implementing SAP Jam easier, SAP has released the SAP Jam developer program, aimed at improving IT’s ability to respond to the needs of the business by allowing an even deeper level of access and visibility to key process data within the social collaboration environment. For more information about the developer program, visit <http://scn.sap.com/docs/DOC-55050>.

<sup>1</sup> Carl Sagan, *Cosmos*. New York: Random House, 1980, pg. 218.



**FIGURE 1** ◀ SAP Jam offers built-in work patterns based on best practices to streamline processes; this work pattern, a “deal room,” shortens the time needed to develop sales strategies and proposals

JavaScript components that can be added to any business application, giving users the ability to bridge multiple business systems without forcing users from other departments or functions to use the same transactional business application. For example, a sales user working in an SAP Business Suite application, such as SAP CRM, can collaborate and problem-solve with another user in a completely different department, such as research and development or IT, who doesn't typically use SAP CRM on a daily basis, but can provide key insight and information on how to resolve service requests or build a winning customer opportunity strategy.

Leveraging open standards supports keeping the development environment and tooling completely open and agnostic — any developer, using any platform or language, can build an OData-compatible interface with which SAP Jam can communicate. SAP Jam provides a real-time, secure connection. This ensures that a user can only see and interact with business records that he or she has access to see, even down to an individual data field level.

### Browse, Explore, and Display Data Directly in SAP Jam

Another new capability in SAP Jam is the ability to browse the records that users can access. Developers do not have to bring the SAP Jam user experience into their existing application, which is useful for solutions that have a modifiable user interface.

In the SAP Jam home feed, users see updates and changes from the business records and groups that they are following. A business user might want to post and highlight several service ticket records to a single group dedicated to managing ticket escalations for a product or service, for example. This SAP Jam group could contain all the ticket data, content that was generated in

response to the escalation such as diagrams and drawings, and conversations among experts trying to resolve the issue.

### Organize and Focus Your Business Collaboration

While feeds and updates can help simplify certain tasks, the majority of businesspeople do not want to work solely through processes using these capabilities. Conversations and commentary around a single update or business record do not materially improve the business process, and users want more than just a news feed of what happened.

To address this challenge, company administrators can now develop group templates that include structure for important aspects such as business tools to focus on solving problems or moving through a given process, or recommendations on the placement or use of key business data on overview pages or in groups.

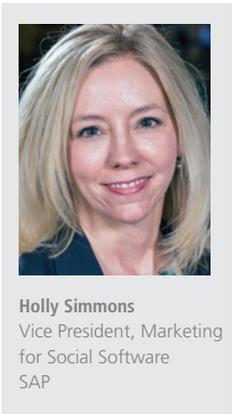
Group templates can be associated with specific data types from the OData-based connections that a company administrator configures. SAP Jam can recommend a specific work pattern or group template when a user encounters this particular type of business record. This recommendation can be made in the SAP Jam user experience or the user's native business application.

### Giving Users What They Need

SAP Jam helps take the stress out of everyday work by giving businesspeople the flexibility and capabilities they need to get their work done faster. By giving IT the easily extensible foundation they need, we've made the process of transforming your business as easy as pie. For more information, visit [www.sap.com/pc/tech/cloud/software/enterprise-social-networking/collaboration/index.html](http://www.sap.com/pc/tech/cloud/software/enterprise-social-networking/collaboration/index.html) or <http://help.sap.com/sapjam>. ■

# Reshape Processes Today to Design for Tomorrow

## 3 Examples of How the SAP Jam Developer Program Enables Business Transformation



Transforming your business requires you to transform the way you work. That's never easy — but it's necessary for your business to remain relevant, agile, and competitive. SAP Jam provides a social collaboration platform to reshape processes today while helping you to design for tomorrow.

Every business has unique challenges and opportunities, and no solution is going to solve every problem on its own. This is where the SAP Jam developer program comes in.

It's designed to deliver the flexibility needed to customize work patterns, which are collaborative processes that bring together people, content, data, and applications; to integrate with other data and systems; and to extend SAP Jam to support departmental or industry-specific needs (see sidebar on the next page). The SAP Jam developer program, available to customers and partners, provides the tools, approaches, and support needed to extend existing investments and to drive new revenue for customers, developers, and partners. See how three partners are delivering new business value through SAP Jam in this program.

### World Sales Solutions: Building Partner Networks with SAP Jam

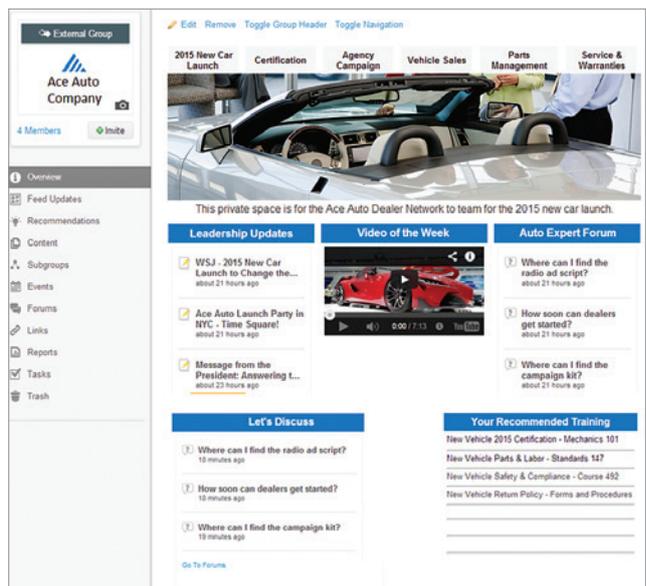
Launching new products such as automobiles is both exciting and challenging, especially when you consider the complexity of connecting a manufacturer with its dealer network. Launch success depends on full visibility; timely training and certification; as well as clear sales, marketing, and go-to-market execution (see **Figure 1**). World Sales Solutions (WSS) understands the manufacturer-to-dealer complexity as this services organization is regularly called on to assist manufacturing and service companies in making these necessary connections.

WSS relies on the SAP Jam developer program to provide its customers with a social collaboration platform that bridges the gap between manufacturers and dealers with a central hub that:

- Brings together a company's marketing, sales, service, and cross-team staff with external parties such as advertising agencies and key suppliers

- Provides formal learning and certification using SuccessFactors Learning Management System (LMS) or SAP Learning Solution
- Delivers informal learning (via SAP Jam) such as sales best practices among dealers or quick access to experts
- Onboards new partners and employees expediently to ensure the shortest time to revenue by optimizing SAP Jam
- Supports strategizing and decision making among the entire network for product innovation, including integration with SAP Customer Relationship Management (SAP CRM), SAP Cloud for Customer, or third-party innovation management systems
- Enables coordination among the entire network for product or new service launches, including large-scale activities requiring visibility into events, tasks, and deliverables

SAP Jam helps align companies with their partner networks to drive efficiencies that save time and money based on the volume and scalability of their network, boosting return on investment (ROI). To use auto manufacturing as an example, each



**FIGURE 1** ▲ SAP Jam closes the gap between manufacturers and dealers for automotive product launches with embedded learning and service management

## SOCIAL COLLABORATION

dealer has the opportunity to access SAP Jam to engage with its local sales and service staff for receiving training, learning best practices, finding experts, keeping up with regulations, managing rollout of sales and marketing plans, and sharing feedback from customers.

“As a partner, the SAP Jam developer program presents market-first options for solving complex business problems such as enabling more successful automotive product launches,” says Richard Blumberg, President and CEO of WSS. “We can now create new work patterns or bring business data directly into SAP Jam from our customers’ existing SAP or third-party systems to support customer-specific processes. This has helped us position unique social collaboration services to our customers with a strong ROI.”

### T-Systems Multimedia Solutions: Transforming Sales at Itaricon Management

Sometimes being a leader in technology means you spend a lot of time educating others. That’s what Ulf-Jost Kossol, Head of Social Business Technology at T-Systems Multimedia Solutions, has been doing in evangelizing how social collaboration can transform business. One of his customers, Martin Wanitschke, Head of Sales at Itaricon Management, shares the same passion and immediately embraced how social collaboration and work patterns from SAP Jam could help him quickly ramp up a new sales organization.

Wanitschke was interested in speeding up sales team assembly, driving faster decision making and turnaround on sales proposals, and improving visibility and access to the latest updates

### The SAP Jam Developer Program: Extend Existing Investments and Drive New Revenue

#### Customize

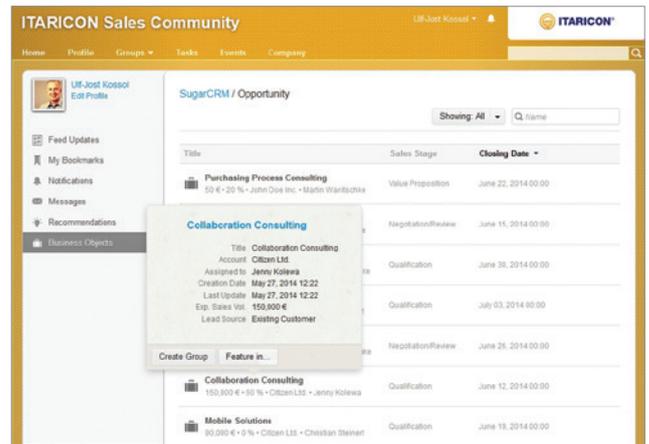
- Develop work patterns (custom processes)
- Add pre-built third-party apps

#### Integrate

- Bring SAP and third-party app data into SAP Jam with OData
- Collaborate with documents from content management systems
- Embed SAP Jam in your business apps

#### Extend

- Build collaborative customer apps on SAP HANA Cloud Platform
- Add capabilities with OpenSocial
- Incorporate third-party capabilities (gamification, for example)



**FIGURE 2** ▲ Within SAP Jam’s work patterns, sales executives can easily view the latest details on an opportunity in SugarCRM

across the team. While Wanitschke was well acquainted with SAP applications and the SAP Jam work patterns for sales that integrate with SAP CRM and SAP Cloud for Customer out of the box, his company uses SugarCRM. Was it possible to take advantage of the existing sales work patterns with SugarCRM to address the goals for a more modern sales organization’s working experience?

SAP Jam is designed to integrate with any SAP or third-party business application using open standards such as OData. Kossol and Wanitschke were able to quickly implement the sales work patterns, bringing SugarCRM data directly into SAP Jam in real time (see **Figure 2**). Because SAP Jam knows the context of the business data, it can recommend work patterns to the sales executive based on where he or she is in the sales process.

“The SAP Jam developer program brings together all of the necessary elements to ensure that T-Systems Multimedia Solutions can transform any process across extremely diverse technology landscapes,” says Kossol.

Additionally, Wanitschke wanted sales users to be able to collaborate directly in SugarCRM so they could initiate deal rooms — functionality that allows salespeople to collaborate with external and internal participants — when entering a new opportunity. With SAP Jam widgets directly embedded into SugarCRM, his sales executives could collaborate whenever and wherever needed (see **Figure 3**). Lastly, Wanitschke’s team took advantage of the business object browser in SAP Jam to explore account, opportunity, or service ticket data for problem solving or updates.

### EnterpriseJungle: Transforming Knowledge Sourcing and Team Building

Today an employee’s information resides in many places inside and outside of the organization, making it difficult to find the

right people and expertise needed for project engagement, mentoring, informal learning, problem solving, or decision making.

EnterpriseJungle, an SAP partner and fast-growing startup focused on helping companies drive employee engagement to improve retention and business performance, believes that bringing social collaboration together with data and applications

is necessary for driving the right kind of engagement that produces results.

The company's debut extension, EnterpriseJungle for SuccessFactors solutions on SAP HANA Cloud Platform, works with the SuccessFactors solutions with integrations into other internal and external data sets. This team saw a great opportunity with the SAP Jam developer program to incorporate social and collaborative capabilities into extension applications to enable social discovery and knowledge extension. EnterpriseJungle developed its profiling and recommendation extension application to:

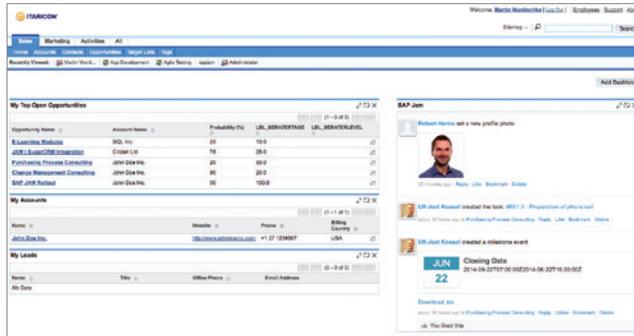


FIGURE 3 ▲ Sales executives can create new deal rooms and collaborate directly within SugarCRM

- Allow users to push proactive content recommendations from across the enterprise with a way to act on them via the SuccessFactors homepage (see Figure 4)
- Bring together data from LinkedIn, the SuccessFactors profile, SAP Jam, and other internal and external data sources into SAP HANA Cloud Platform
- Include the “Who Can Help Me?” intelligent search option, allowing users to find in-house experts or potential project team collaborators within SuccessFactors solutions via SAP HANA Cloud Platform (see Figure 5)
- Expand upon social profiles and improve communication in SAP Jam directly from the application with the data from SAP HANA Cloud Platform



FIGURE 4 ▲ Get recommendations based on rich profiles that bring together data from SAP Jam, LinkedIn, and SuccessFactors applications

EnterpriseJungle’s application uses SAP Jam feeds and groups as the communications backbone, allowing users to take advantage of exclusive next-generation search and discovery functionality across their workforce and for information to find them intelligently. Additionally, the introduction and connection actions that users can start within the SuccessFactors extension take advantage of the new SAP Jam work patterns by triggering the workflows in SAP Jam to fulfill. It transforms the latent power of any organization’s key assets — its people — into the equivalent of a supercharged, effortlessly connected, expertise-based peer-to-peer network.

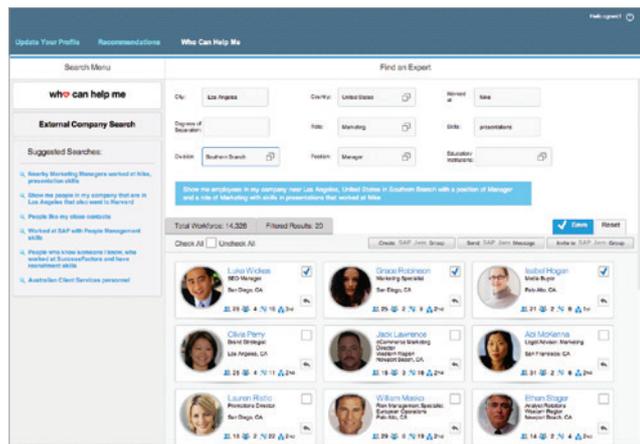


FIGURE 5 ▲ The “Who Can Help Me?” functionality provides a visual filter of the workforce for team building, sales enablement, skill searching, and more

“The SAP Jam developer program, combined with the power of SAP HANA Cloud Platform, enables partners to rapidly develop social extension applications that can transform any business process,” says James Sinclair, Principal at EnterpriseJungle. “The program heralds the arrival of dynamic future power for the social business with accelerated collaboration at its core. Its simplicity and ease of use makes collaboration implicit and easy, rather than challenging.”

**Learn More**

To learn more about the SAP Jam developer program, please visit <http://scn.sap.com/docs/DOC-55050> or <http://help.sap.com/download/documentation/sapjam/developer/index.html#intguide/concepts/intro.html>. ■