

Case Study

Demonstrating Strategic P&L Ownership and Customer Centric Operational Leadership

At SAP Concur, I inherited the global services organization at a moment of serious risk to the business. The situation required immediate action and decisive leadership to protect revenue, stabilize operations, and restore trust.

Business Risk

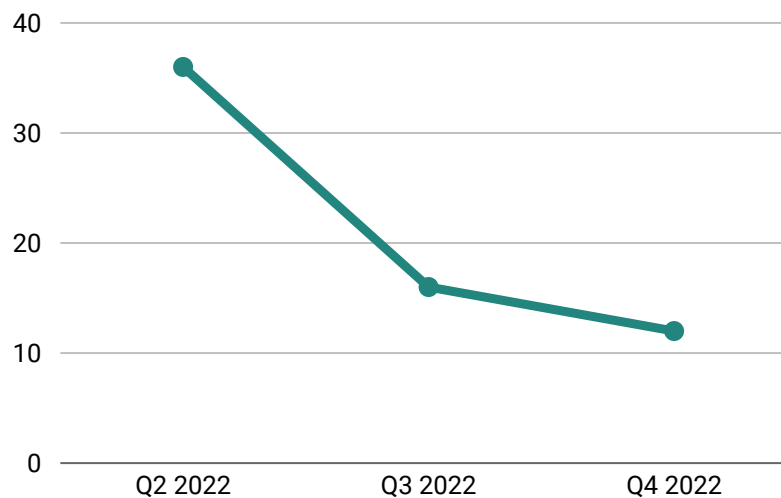
- **40% attrition** in key strategic regions, undermining capacity and morale
- **€84M in sold projects** stalled due to lack of available delivery resources, directly blocking revenue recognition
- Strict **internal-only hiring policies** with limited internal mobility and the lowest-paid teams across the ecosystem
- Widespread dissatisfaction stemming from **global job family misalignment**, leading to internal movement and external churn

These challenges posed a significant threat to our P&L and customer satisfaction. Despite leading a 750-person team, I operated within a 105,000-person company where agility was constrained. My approach focused on swift stabilization through three core strategies:

Protected Revenue by Expanding Capacity Immediately

- **Leveraged internal SME capacity:** I pulled in premium support experts—many of whom had services backgrounds—to temporarily absorb overflow project demand.
- **Activated partner ecosystem:** I focused on our most strained region (EMEA), deepening engagement with top partners. I brought sales into the process, co-created enablement, and adjusted workflows to drive more partner-led implementations.

Impact: These levers cut our time-to-assign from **32 weeks to 12**. While temporary, they bought us critical time to stabilize.



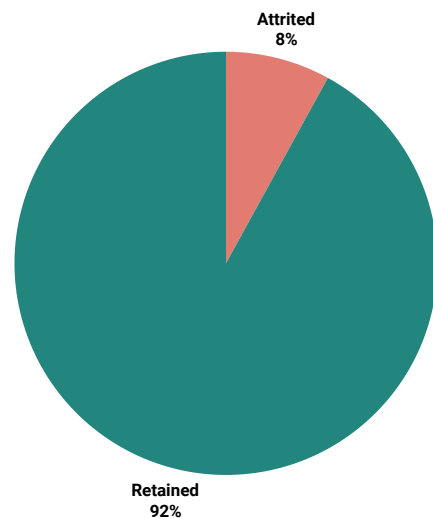
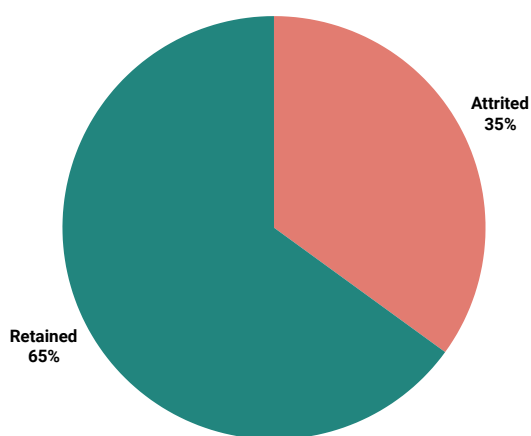
Address Talent Loss with a Scalable, Financially Sound Model

I quantified the revenue risk of sustained attrition and unfilled roles, then partnered with HR to redesign job families and align compensation. I pushed for two critical shifts:

- **External hiring flexibility** to rebuild pipeline
- A **phased compensation alignment strategy**, rolled out region-by-region over 8 months

Impact:

- Reduced global attrition in the services organization from **35% to 8%**, equating to **119 fewer employee exits** over 12 months
- Avoided approximately **\$6.5 million in replacement costs** (119 x \$55,000)
- Reduced backlog from **€84M to €38.5M**



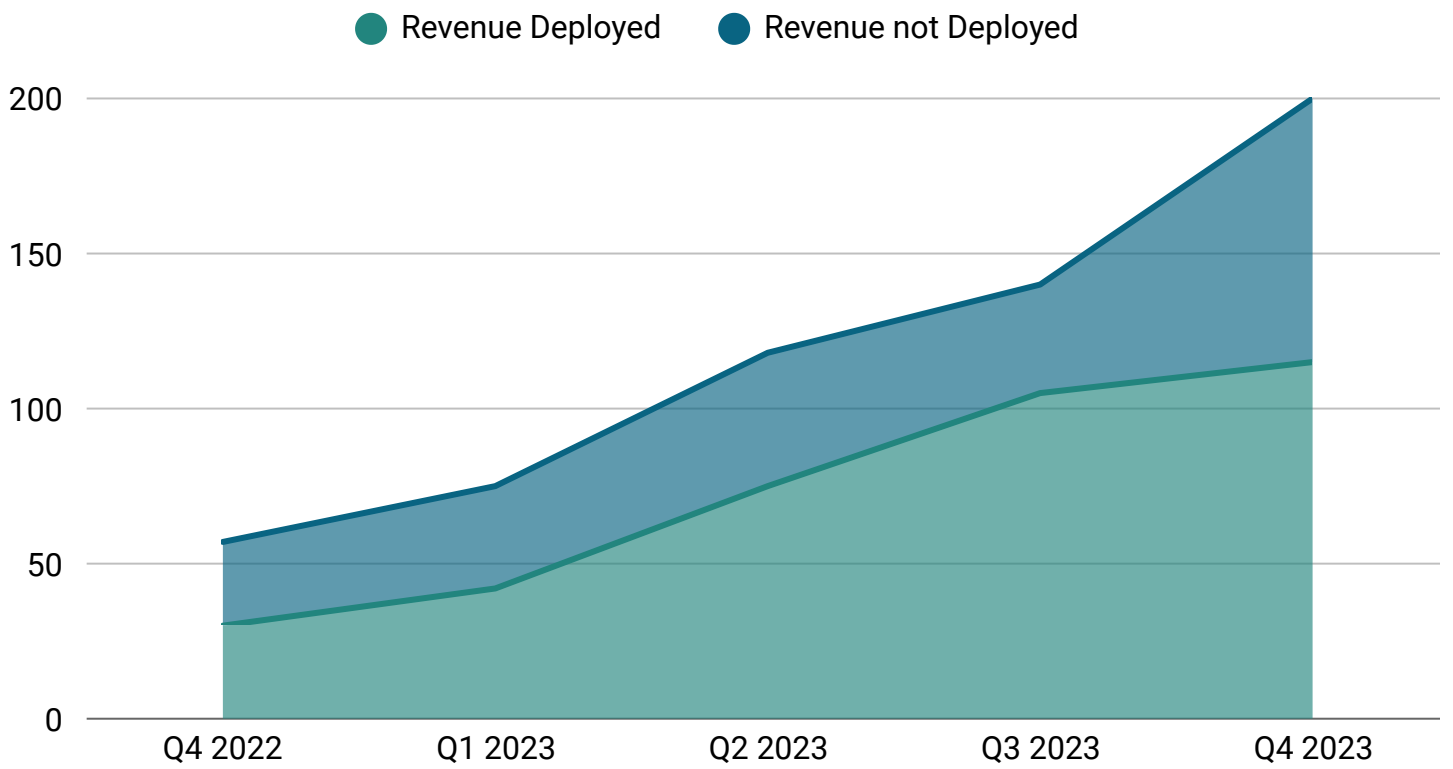
Drive Margin Through Efficiency and Scaled Delivery

We completed full process mapping across our most manual roles (e.g., premium support, services) and built a business case to implement Gainsight and other AI and automation initiatives.

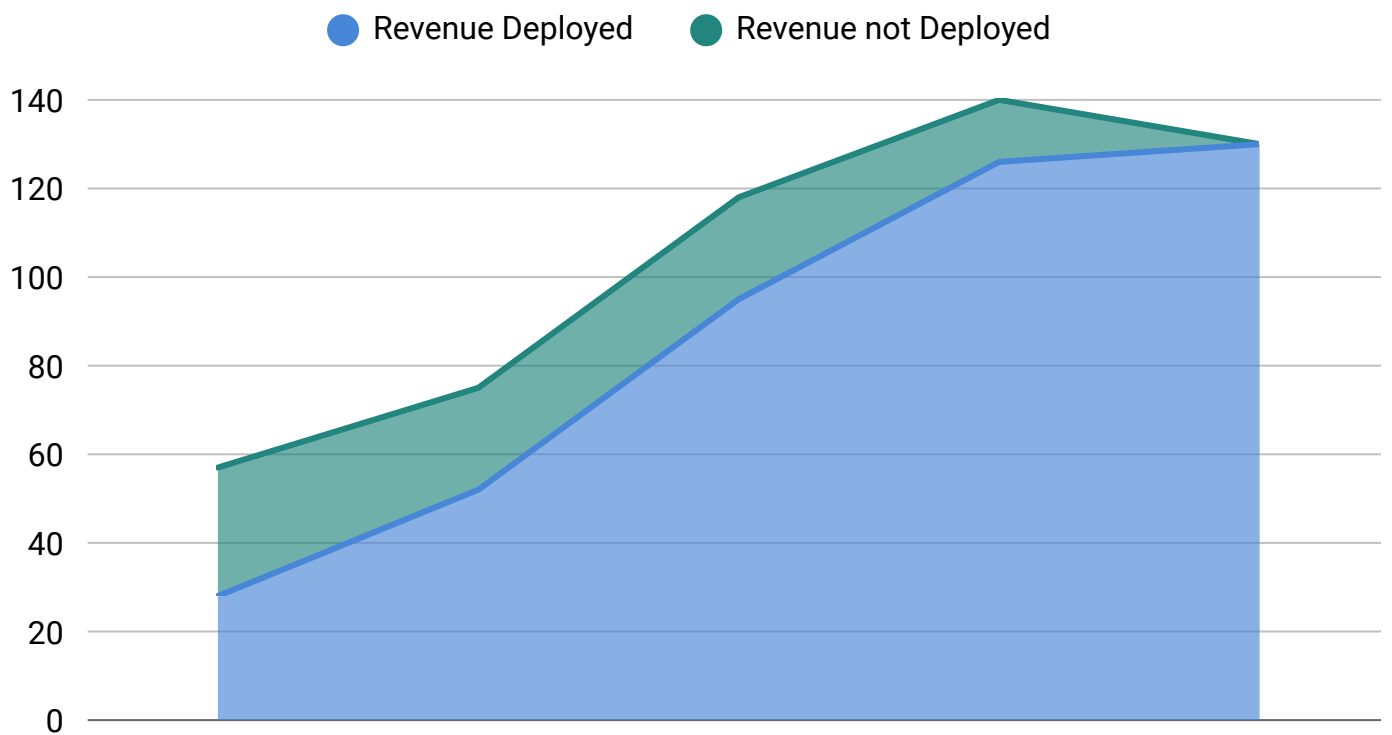
Impact:

- **Internally:** Increased project capacity by **20%**, removed manual effort, and accelerated onboarding milestones
- **For customers:** Reduced time-to-value from **6 months to 45 days**, with resource investment dropping from **15 to 9 hours** in our most scaled motions
- **Operationally:** Decreased required FTE for scaled implementations from **262 to 157**—a **40% efficiency gain**
- **Reduced backlog from €38.5M to zero** by Q4 2023

Rather than backfilling all attrition, I redirected the remaining headcount to staff a new offering—**Premium Assistant**—which outsold our initial model by **4x**. We developed talent into these roles and revisited our pricing model, aligning it to stronger-than-expected demand. In turn, this product generated **\$29M in ACV during the beta phase and \$65M in its first year**.



Projected Backlog by Quarter (in € millions)



Actual Backlog by Quarter (in € millions)

Conclusion

This case demonstrates my ability to lead with both strategic and financial precision during moments of organizational volatility. Key outcomes include:

- Protected and unlocked tens of millions in revenue by restoring delivery capacity
- Achieved **\$6.5M in cost savings** and preserved **\$28.6M in services revenue** through attrition reduction
- Delivered a **40% operational efficiency gain** in scaled delivery
- Launched a new offering (**Premium Assistant**) generating **\$65M in year-one ACV**
- Reduced attrition from 35% to 8% while rebuilding trust across a 750-person global team

Through operational rigor, commercial innovation, and a people-first approach, I drove measurable results while laying the foundation for sustainable growth and profitability.