



SAP Business Simulation

Case Study

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Congratulations!

Welcome

We are pleased to welcome you to AMBER as a member of the management team. As you may know, AMBER is poised for the next stage of transformation after a long history of sustained growth. The company has an exciting new strategy to engage a devoted and increasing customer base, and a growing team of passionate and bright employees.

In order to help you complete the challenging task of effectively running the company, we recommend that you read the following case study describing AMBER.

Please keep the following questions in mind:

- How does the business make money? What are the key resources available that you can utilize to maximize business results?
- How does AMBER create value for its customers?
- What strategies (both short and long-term) can be implemented in order to drive success in the Cloud while also balancing profitability?
- What issues or challenges apply to you in your current role?

At this point, don't be concerned with the details; focus on the big picture and preparing. Experience shows that the most successful teams are very prepared, and we want this to be a rewarding experience for you.





Program overview

Program objectives

In the program, we will address the following topics:

- Recognize SAP's key financial and cloud metrics: their importance, how they interrelate, and their key drivers.
- Articulate the drivers of customer success across the enterprise, including the impact of your role. Expand your thinking of what customer success looks like when successfully executed at each stage of the customer transformation journey: the parts played by individual roles and how they come together to deliver superior business outcomes.
- Demonstrate what is required to make the Intelligent Enterprise a reality. How to communicate the vision of the Intelligent Enterprise and translate it into customer roadmaps. The strategic role of the business technology platform with a thriving developer and partner ecosystem.



Program modules

Business simulation

During your tenure as part of the management team of AMBER, you will use a customized simulation tool to assist you in making your decisions. The overall simulation is designed to reflect the company's business model, value drivers, and market dynamics. Your team will be competing against other companies run by your peers in a dynamic and highly competitive global market. You must approach the business holistically and consider all possible trade-offs of each decision.

Feedback and know-how sessions

Following each round of the simulation, you will receive an analysis of your team's and your competitors' decisions in a Feedback session, and you will debrief financial customer and team events. The know-how sessions will reference the context of the business simulation and will also focus on topics relevant to SAP and real-world application of skills and behaviors that you can take back with you on the job.

Application

It's easy to get caught up in the fun and competition of the business simulation, but this experience is ultimately about bringing tangible actions back with you to your team and delivering better results for SAP. Threaded throughout the simulation experience, you will be given time to reflect on key learnings and plan your action items. At the end of the program, you will reflect upon and consolidate your learning from the entire experience. The final application session is designed to help you turn concepts into actions.

Please be prepared to share and discuss your analysis with your team members.

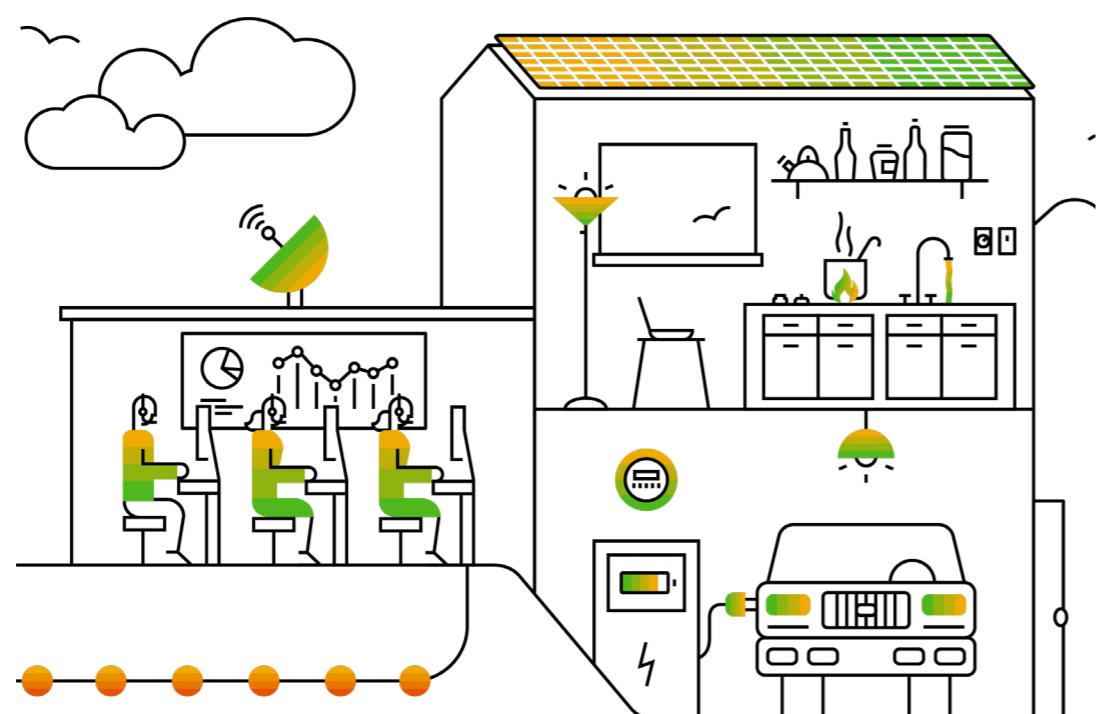
Good Luck!

AMBER overview

Background and history

Founded in Europe in 1972, AMBER helps companies of all sizes and in all industries run better. Over the past 45 years, AMBER's impressive growth has been largely attributable to a diverse portfolio and consistent innovation in response to ever-changing customer requirements. AMBER has grown into a dominant player with an unparalleled install base of nearly 400,000 customers and almost 100,000 employees and contractors worldwide.

Today, AMBER is at an inflection point. To deliver on its promise of the Intelligent Enterprise, it must accelerate its migration of on-premise customers to the Cloud, develop a strong platform with a thriving ecosystem, and collaborate across the organization to optimize for customer success in everything it does.



Digital is a non-negotiable

As the pace of digital transformation has been dramatically accelerated, enterprises can only stay competitive by infusing digital technology. Customers are seeking greater simplicity of consumption and to transform their value chains in order to deliver value to their various stakeholders. There is a sense that AMBER's shift to a Cloud-native architecture has been slower than some competitors. AMBER also has many older, established legacy business models that focus on the transactional way of selling, but the future aim is to be part of the customers' digital lifecycle.

Customer-first

Customer expectations continue to rise, and they are looking to AMBER to be a trusted advisor to their businesses. They want a partner who can cover a broad range of end-to-end processes, drive higher levels of integration yet exhibit greater flexibility whilst also customizing at speed. AMBER will need to focus on showcasing how we help solve business problems and maximize business value more transparently.

Key challenge

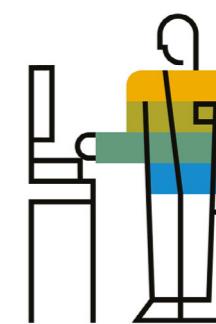
Accelerating the transformation to the Cloud is no easy task. As part of a cross-functional team, you need to understand key trade-offs and potential impacts. With limited resources and lofty profitability goals, you must determine the most important focus areas for your strategy. Keep in mind that it will be equally important to decide what not to focus on. The following sections describe challenges both internal to your team and external to your team.

Competition is heating up

As AMBER transforms into the Cloud, the competitive landscape has changed. Hyperscalers increasingly compete with AMBER's application and platform businesses. Some Cloud natives, line-of-business competitors are dominating key product categories and even evolving into suite and platform providers that cover end-to-end processes and workflows. Finally, System Integrators (SIs) have built sizeable Workday and Salesforce practices and have become less reliant on implementation and positioning AMBER strategically. As AMBER seeks to grow and migrate its large customer base into the Cloud while also beginning to realize the Business Technology Platform, these competitors will be critical partners that help bolster the platform ecosystem.

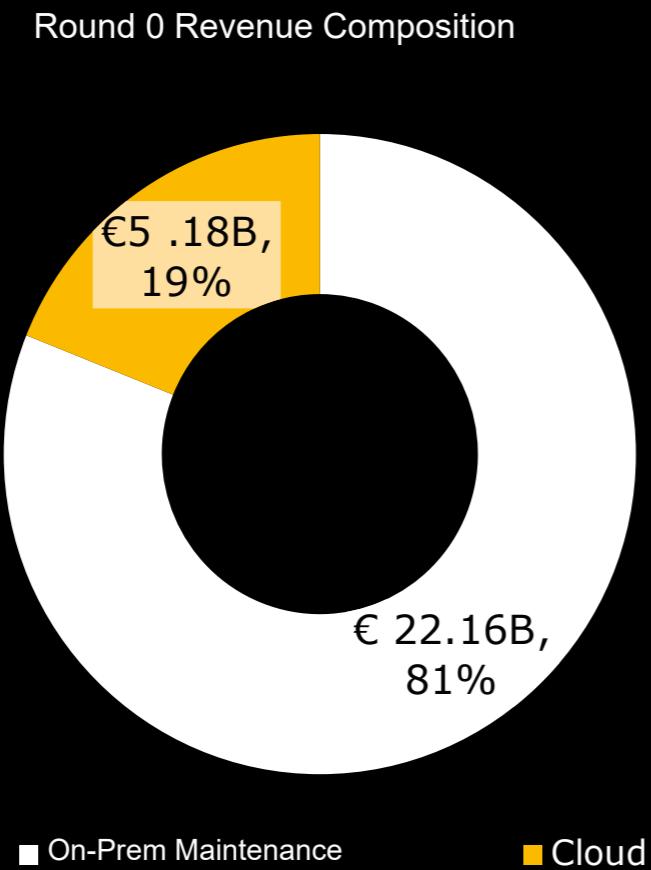
Communication and collaboration

When trying to solve a customer problem, individuals are often not clear on the strategic direction and their role in it, have different perspectives on how to solve issues, or do not feel ownership of the overall success. All of this in turn has led to parts of the organization becoming more siloed, even as the new business model requires greater communication across products and solutions. To meet the ever-growing challenges, greater knowledge sharing between teams, better broadcasting of achievements, and more celebration of AMBER's growing diversity will ensure that efforts are visible to the organization as a whole.

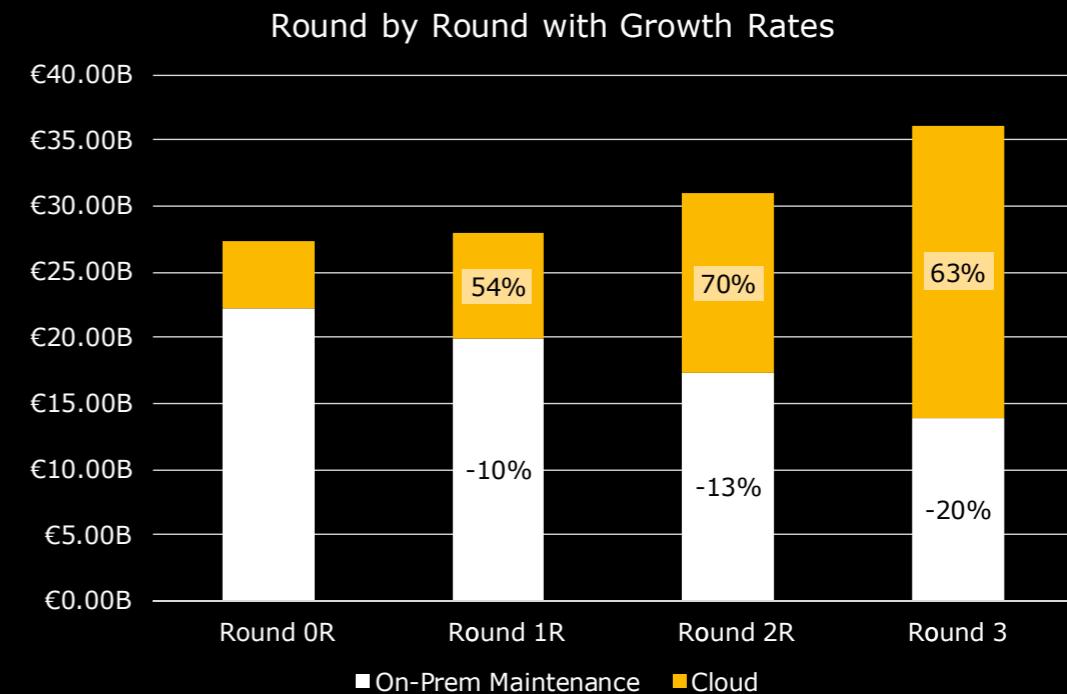


R0 Revenue composition and future growth

Below is a snapshot of AMBER's revenue streams at the end of Round 0 and expected revenue growth rates over the next three rounds.



Each revenue stream has different requirements upon which AMBER must analyze and act on in order to be successful. Your company will use the provided information to gain insight into these needs. This information will help you tailor your offerings with the most relevant technologies and effective go-to-market strategies.



On-Premise maintenance

On-Premise is the traditional model of software deployment, in which enterprises purchase software licenses and deploy applications in-house. Customers purchase and deploy on their own servers, and the customer manages and controls that software. Maintenance contracts accompany each software license, providing support, and access to online service channels. These customers primarily consist of those deploying AMBER's legacy products and billing offerings who have come to expect the high level of customization and specialization for which AMBER is most well-known. Mostly comprising medium and large enterprise customers, they are slower to transition to Cloud applications. AMBER is committed to serving and supporting these companies whilst balancing the future vision in the Cloud.

Cloud

Cloud computing refers to flexible solutions and services that are available on the Internet for consumers and businesses. Cloud enables software applications to be delivered as a service rather than as capital infrastructure.

It is more flexible and dynamic, can be customized on the platform, and has fewer corresponding services and less infrastructure. In the as-a-service model, access is charged on a subscription basis with varying degrees of support.

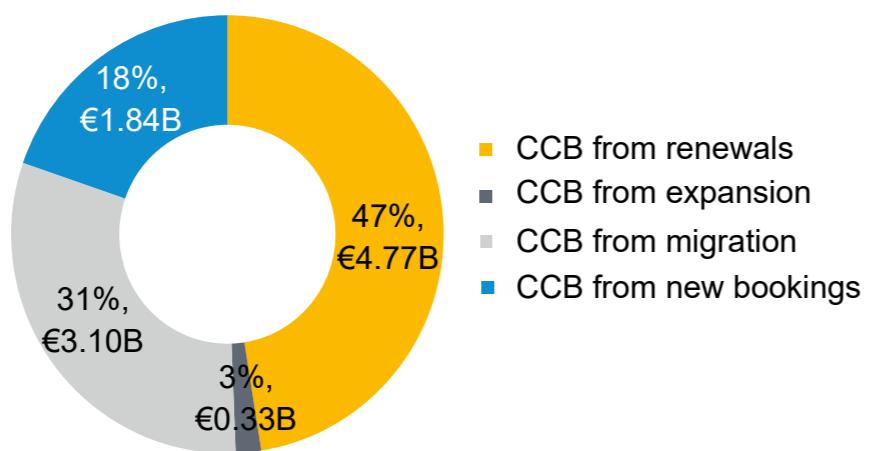
While the early Cloud growth has largely come from smaller enterprises that are more agile and willing to make the transition to the Cloud, AMBER is dedicated to helping customers of all shapes and sizes recognize how AMBER can help them drive business value and ultimately make the leap into the Cloud. The Cloud may be accelerating, but for customers, the Cloud is not a one-size-fits-all option, and they expect options and flexibility, regardless of how they choose to consume. AMBER works with various types of customers from large enterprises to small, medium enterprises (SMEs) that are at different points along their Cloud journey. To maximize Customer Lifetime Value (CLTV) AMBER must deliver exceptional experiences with differentiated value propositions and a vibrant ecosystem. Success across the customer journeys will accumulate a strong CCB (Current Cloud Backlog). Let's explore the four key journey stages that make up AMBER's overall Cloud Mix through the lens of CCB.

CCB market report

Before digging in, let's explore Current Cloud Backlog (CCB). CCB measures our overall go-to-market success in the committed Cloud business as it reflects both new contracts closed as well as existing contracts renewed. The CCB is the contractually committed Cloud revenue we expect to recognize over the upcoming 12 months as of a specific key date. Thus, it is a subcomponent of our overall remaining performance obligations. It is particularly useful for measuring momentum in areas such as renewed business (CCB from renewals) and expanded services in the Cloud (CCB from expansion bookings). It also accounts for existing customers shifting from on-premise into the cloud (CCB from migration) and new customer sales (CCB from new bookings). CCB also considers slowed momentum through downgrades and lost or churned customers. As each journey is unique, there are different factors driving each customer along their respective journey. Leverage the information below to explore those driving forces.

Below is a snapshot of the baseline CCB broken down by the customer journey stages.

Baseline CCB Composition



CCB from the installed base

Taking care of and growing the current Cloud installed base is critical to AMBER's sustained success. When our customers become our biggest fans, we'll know we were successful in delivering superior value and experience. These customers expect a partner to understand and guide them to overcome business challenges by supporting them with an easy-to-use and seamless experience.

Customers want to know that they are getting the full benefit of their solutions, especially when considering whether to renew their investment. By regularly revisiting progress towards achieving business outcomes and providing additional strategies and solutions to address challenges, AMBER is able to build upon the existing relationship and further expand other parts of customers' business to the Cloud. Digital marketing efforts increase awareness of AMBER's extended portfolio that customers could expand to. Finally, extensions and other functionality resulting from a robust platform ecosystem increase stickiness and increase opportunities for expansion in the Cloud, and it is expected to increase in importance. The tables below illustrate the Cloud renewal and expansion rate drivers.

Because fundamentally, many customers are seeking to bring best-of-class journeys to their consumers through every touchpoint. The table below illustrates the drivers of the Cloud migration rate.

Cloud migration rate drivers	Weighting
Direct sales	High
Platform technology & integration	High
Features	Medium

CCB from new bookings

Attracting and growing the total addressable market continues to be a frontier for AMBER. Sales and Marketing initiatives remain excellent paths to target particular customer segments both large and small to begin conveying the unique value AMBER helps produce. It will be critical to emphasize the speed and ease of integration but also emphasizing the best-of-suite solution that delivers the intelligent enterprise. Those customers already operating in a Cloud environment will be looking for a Cloud partner who is a thought leader within the industry and they expect near immediate integration and ease of scalability. Both speed and ease will improve greatly in the future with continuous investment in platform technology. Additionally, extensions and other functionality resulting from a robust platform ecosystem is expected to become a highly attractive value proposition for new customers. The table below illustrates the drivers of CCB from new bookings.

Cloud renewal rate drivers	Weighting
NPS	High
Platform ecosystem	Low

Cloud expansion rate drivers	Weighting
NPS	High
Platform ecosystem	Low
Digital marketing	Medium

CCB from migration bookings

As AMBER continues to shift its focus to migrating its large existing on-premises customer base to the Cloud, AMBER recognizes that each customer has a different departure and trajectory into the Cloud. The aim is to emphasize the unique business value that only AMBER can provide. Many customers hesitant to make the leap to the Cloud are large enterprise customers. These customers require assurance that their products will work seamlessly with others in their environment to both drive cost efficiencies internally and foster a more robust consumer experience. Hence, they expect feature parity to consider migration.

CCB from new bookings drivers	Weighting
Direct sales	Medium
Inside sales	Medium
Platform technology & integration	High
Features	Low
Digital marketing	Medium
Platform ecosystem	Low



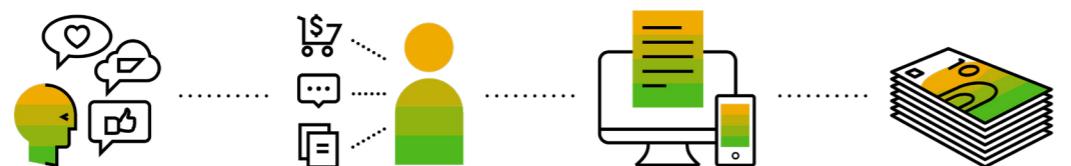
Winning metrics & hurdles

Winning metrics

You will be collaborating but also competing against your peers, who will join other teams. The companies are identical at the beginning but will vary significantly as soon as the new management teams begin to make decisions. Although all of the metrics you will be tracking as you lead AMBER will be important indicators of the success of your company, your performance will ultimately be assessed based on two winning metrics, each weighted relative to the other as follows:

CCB (65% weighting)

CCB measures our overall go-to-market success in the committed Cloud business as it reflects both new contracts closed as well as existing contracts renewed. As the management team, you will have the opportunity to make investments that will increase your ability to generate and accumulate a higher CCB. This is particularly critical as the business is transitioning to and growing in the Cloud, stakeholders internal and external alike are clamoring for more Cloud revenue in the current portfolio.



Operating profit (35% weighting)

Operating profit represents the amount of profit that AMBER generates, after factoring in costs of revenue, Research and Development (R&D), Marketing and Sales (M&S), and General and Administrative (G&A) costs for running the business. You will need to improve operational efficiency in order to generate profits that can then be used to invest in building new technologies and new features for your customers. Overinvesting to achieve growth everywhere will quickly increase your operating costs and erode your profitability.

Hurdles

Along with your two primary metrics, senior management has stated that there are certain criteria that a successful leadership team must meet by the end of their management tenure.

Customer NPS (Net Promoter Score)

AMBER's existing customer base makes up a large portion of revenue so not only retaining current customers but also fostering adoption, consumption and expansion will be critical to AMBER's continued success. Particularly as AMBER shifts to a greater portion of subscriptions, it imperative that customers perceive value in the service they receive.

AMBER's ability to improve customer value also increases the likelihood that current customers will refer other customers. Customer value involves providing strong customer support and analyzing data to ensure customers are maximizing their business outcomes. Therefore, you will not be successful if you have the lowest Customer NPS by the end of the three rounds.

Employee engagement

Having great employee engagement means maximizing talent internally and attracting top talent externally. Employee engagement will ultimately capture the engagement of your internal teams but also the perceived value of your workplace to the rest of the market. While you will only have limited time to spend where you wish, balancing efforts internally and externally will be key to enabling business growth. Therefore, you will not be successful if you have the lowest employee engagement by the end of the three rounds.

The Simulation

To propel your strategy forward you will have the opportunity to choose your level of investment in capability improvements across different parts of the business.

Product & technology: Each round you will have the opportunity to allocate resources to improving your products and core technology.

Features: Investment in adding functionality to products and solutions within AMBER's product suite. Investments here improve product improvements and potentially expanding the usage of those enhanced functionalities.

Ease of use: Investment in integrating AMBER's products, increase usability by taking friction out of the user experience, and making it easier for customers to adopt and consume key functionality to drive business value.

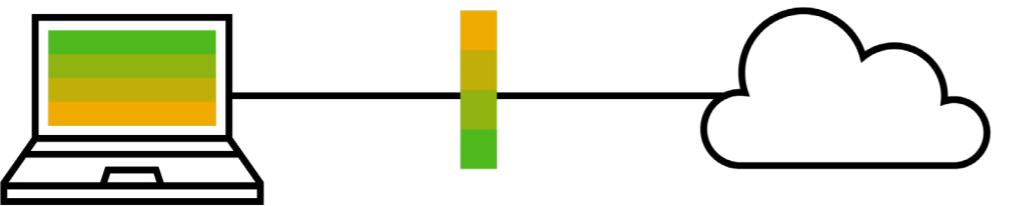
Platform technology & integration: Investment in building out one strong platform that enables rapid and agile integration, extension, and data excellence.

Platform usability: Investment in making the platform easier to use. Investments here increase the ease of use for the platform which helps drive the adoption of the platform by third-party developers and partners.

Customer success & marketing: You will also have an opportunity to invest in targeted sales and marketing programs and ensure that your customers see you as the best possible partner to their business, improving customer retention and driving NPS.

Direct sales: A critical driver of AMBER's growth is its sales force. The direct sales team is focused on sales activities that reach out directly to the customer buying center. Direct sales teams typically focus on large enterprise customers.

Inside sales: The inside sales team is marketing-led and focused more on small and medium enterprises.



Customer Success: The Customer Success organization works closely with current AMBER customers to ensure those customers are maximizing the value they are getting from those products along the various stages of their journeys from initial adoption and consumption to renewal and further expansion into the Cloud.

Digital marketing: Refers to all investments for digital activities geared toward acquiring, maintaining and expanding relationships with those customers. This may include advertising through digital channels such as search engines, websites, and apps.

Platform adoption: Investments made to platform adoption increase marketing efforts to drive adoption of the platform and build a robust ecosystem.

People: Aside from allocating resources toward your customers, you will also decide how to spend your own time as a management team. Where you spend your time will have large impacts on your talent.

Continuous learning & development: This is the extent to which you mentor, coach, and train your team to improve their skillsets and ensure they have the know-how to meet your customer needs as well as how much time and effort you spend actively building relationships within the available talent pool and seeking the best talent to bring into the organization.

Key success metrics: It is up to you, as a member of the new AMBER management team, to manage this strong portfolio of solutions and to navigate the variety of challenges you will face. Each of these indices will gauge your team's overall success, namely:

Platform ecosystem: This gauge represents the strength of the Business Technology Platform ecosystem based on the volume and level of participation. Nurturing a robust ecosystem with the Business Technology Platform enables value creation from third parties, while monetizing their Intellectual Property (often) through a digital marketplace. An ever-expanding offering of extensions and applications on our platform will increase the stickiness of core applications and technology. This will strengthen AMBER's position in the market and open up new revenue streams.

Cloud renewal rate: This gauge represents the proportion of Cloud customers that decide to continue working with AMBER at the end of each subscription cycle. You will have one common Renewal Rate across all products.

People resources (FTEs): Your resource pool will be constrained, meaning that there are limited resources and you must allocate them where it best fits your strategy. FTEs are your Full Time Equivalents that you may allocate towards investments in R&D, M&S, and People.

Revenue: Revenue represents the amount of money earned in a specific period, typically one fiscal year, recognized according to generally accepted accounting standards. Revenues are either recognized upon the selling of licenses for on-premise products or over the course of a service or subscription. It is the top line of the Income Statement, prior to subtracting any costs. Cloud revenue is also specifically highlighted as a key growth driver of total revenue moving forward.



Operating income or profit: Operating profit represents the amount of profit that an organization generates, after factoring in costs of revenue, research and development, marketing and sales, and general and administrative costs for running the business.

- **Cost of Revenue** The total cost of manufacturing and/or delivering a product or service. On the income statement, this represents the direct costs associated with the goods and services the company provides such as on-premise products, subscription services, or maintenance and support.

- **Research & Development expense (R&D):** Refers to the expenses associated with improving existing products and services or developing new products and services. This includes improvements to functionality, interoperability, platform stability, and more.

- **Marketing & Sales expense (M&S):** All operational expenses associated with the marketing of our products and services to raise customer awareness and selling efforts to drive new customer purchases.

- **General & Administrative expense (G&A):** Refers to expenditures related to the day-to-day operations of a business. These pertain to operation expenses rather than to expenses that can be directly related to the production of any goods or services, and examples include functions such as finance, legal, or human resources.

Events: In addition to making decisions on how to run the company, you will have to deal with several events that will challenge you to confront difficult trade-offs. You will be given options on how to deal with each event, and you will receive feedback on the consequence of your choice.

Initiatives: You will have the opportunity to invest in strategic initiatives that could allow the company to improve in targeted areas. Initiatives may drive efficiency of people within the company, enhance product capabilities, or target revenue growth within specific parts of the business. Your team will have the opportunity to implement up to two strategic initiatives each round. There are many compelling options, but the best decisions are made by prioritizing actions that will have the greatest positive business impact and that are aligned with your company strategy. Please see the list below.





Strategic initiatives

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Round 1

101 Deliver on-premises feature enhancements

At its core, AMBER is a software company that differentiates itself from its competitors through the features of its products. Since its inception, AMBER has differentiated itself on its diverse portfolio and consistent innovation in response to ever-changing customer requirements. Focus teams on delivering much-anticipated feature enhancements for our on-premises customer base to continue driving this differentiation.

Investment: €2M R&D expense

102 Industry Cloud functionality

AMBER has deep expertise in managing end-to-end processes across industries, but new trends threaten this space. To engage core customer segments such as retail, professional services, or industrial machinery and components, AMBER invests in adding specific functionality to become best-of-breed in key industry solutions. For example, AMBER would help retailers implement cashier-less checkouts, turn stores into fulfillment centers across multiple channels or increase efficiency and carbon optimize transportation and return processes for greater efficiency and compliance.

Investment: €4M R&D expense

103 Define integration based on jobs-to-be-done

As AMBER's portfolio of business evolves, the need for integration and interoperability between core technology, applications, and development tools increases. Often, integration teams have taken an all or nothing approach, but now, using innovation best practices, AMBER refocuses efforts around 'jobs to be done.' By taking a customer-first look at the real job to be done, integration efforts no longer focus on just bringing solutions and processes together, but rather on the real opportunity to evolve and simplify the customer experience to yield seamless adoption and consumption. Through such efforts, value is created for customers and AMBER alike.

Investment: €2M R&D expense

104 Infrastructure and Cloud delivery optimization

Infrastructure and Cloud delivery optimization is critical to enhance Cloud efficiency and reduce the cost-to-serve AMBER customers while still retaining reliability and performance. Take steps to optimize the data center strategy and reduce the hosting footprint of AMBER solutions. In addition, equip teams to better negotiate contracts with our infrastructure partners. Through these steps, AMBER should expect to increase Cloud gross margin.

Investment: €4M R&D expense

105 Targeted customer segmentation

AMBER's customers span the spectrum in terms of use cases and applications. Invest in customer segment analysis to differentiate the types of customer, for example, whether the customer is strategic, or from a buying center, industry, or a midmarket segment. Furthermore, create distinct customer segmentation which draws out specific sensitivities. This will help us better understand and serve targeted customer groups and deliver the greatest value and experience to them.

Investment: €2M M&S expense

106 Value-centric selling

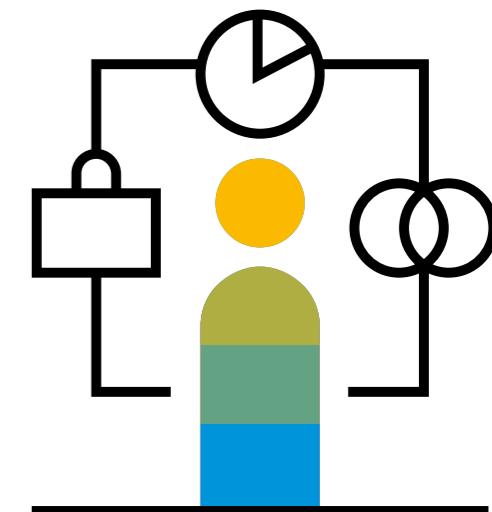
Features/functionality on the products are appealing to customers, but they invest because of the business benefits the solutions drive. Train the existing salesforce to better articulate the value created for customers early in the sales process. Additionally, expand the value engineering team to serve as sales team resources. This motion will be especially helpful with existing customers and ensuring greater relevance within current accounts. This will also help customers to think broadly about how AMBER can help transform the way their business is run.

Investment: €4M M&S expense

107 Pinpointing the Cloud

Equip your sales organization to have the tailored customer conversations demonstrating the value of public cloud with existing hybrid customers or customers moving from on-premise to a cloud landscape with LIFT. Focus on road-mapping discussions with these customers, whilst positioning public cloud as the most efficient, flexible option that delivers the latest industry best practices and continuous innovation.

Investment: €4M M&S expense



108 Scalable, low-touch support

Today's customers expect instantaneous support and service to help them solve issues. Provide continuous support for customers by developing a scalable Customer Success coverage model with a high volume, low-touch method of ensuring consumption across lower spending segments. By creating this support enablement, safeguards are embedded into our offerings to drive continuous value.

Investment: €2M M&S expense

109 Strategic cascade and change management

AMBER is going through a period of significant change across all areas of the business. As a result, leaders and other employees who work within the "old" parts of the business are at risk of not understanding how their roles and responsibilities fit into the new AMBER. Make investments to ensure that leaders and employees across all areas of the business are aligned and committed to a common vision of where the company is going. Set an expectation of embracing urgency and zeroing in on what to start and stop doing to achieve this common vision.

Investment: €4M G&A expense

110 The power of diversity, equity, and inclusion

Diversity of perspectives, experiences and backgrounds leads to more effective, creative teams that make better decisions overall. AMBER seeks to attract and retain an increasingly diverse employee base that reflects the diversity of the global customer base. This initiative nurtures a work environment where all colleagues can thrive and engage to their fullest potential and includes:

- Diversity Recruitment: The recruiting team targets universities, associations, and networks where younger audiences, women, people of color, and the LGBTQ+ communities are found. They also engage AMBER's senior executives, women, people of color and LGBTQ+ members to head up recruiting teams.
- Mentoring: One of the most successful diversity development strategies for non-dominant groups is mentoring. This initiative includes a formal mentoring program for high-potential women, people of color, and LGBTQ+ individuals within AMBER.

Investment: €2M G&A expense



Strategic initiatives

Round 2

201 Holistic process improvement

AMBER's processes, whilst evolving still cater towards an on-premise business model which complicates tasks for both customers and employees alike. Invest in updating, consolidating and streamlining these updated processes across the enterprise and effecting managing solutions. Given the scale of this initiative, a significant upfront investment will be required, but this should have great impacts on the employee experience, customer experience and improve overall efficiencies.

Investment: €6M G&A expense

202 Cloud software metering

AMBER recognizes that a shift to the cloud makes adoption and consumption critical to long-term success. However, currently AMBER has very little insight into which features are more or less valuable to customers. Invest in building a metering infrastructure that collects, aggregates, and analyzes customers' active usage and consumption data. This investment will not only allow the Customer Success team to leverage these valuable insights to proactively engage customers and help them adopt purchased software, but it will also help AMBER create an industry-standard with smoother billing and contracting with the platform ecosystem.

Investment: €4M R&D expense

203 Security, compliance, and data privacy

AMBER uses expertise, tools, and proven methodologies to strengthen its networks by streamlining security and compliance systems, simplifying management, and optimizing security and data privacy investments. This initiative will improve AMBER's ability to anticipate vulnerabilities, protect against emerging threats, and plan advancements to security infrastructure. By improving their security capability AMBER is able to ensure the safety of AMBER and customer data, as well as ensuring all AMBER's data meets relevant hosting requirements in the markets we serve.

Investment: €4M R&D expense

204 Business Network functionality

Invest in expanding AMBER's flexible network of relationships which includes customers, suppliers, distributors, and various stakeholders. Merge existing functionality with procurement, supply chain, logistics, asset and industry specific networks into a single integrated business network to further enhance data and information sharing across interconnected value chains and business networks. This helps customers discover new trading partners and business opportunities while being able to gain greater visibility into their supply network, adjust rapidly to changing market demands, optimize costs and collaborate across end-to-end processes between companies. This leads to increased sales of AMBER's Business Network to new and existing customers, while simultaneously increasing subscriptions and transaction volumes.

Investment: €4M R&D expense

205 Business transformation index scorecard

Continuously communicating the business value that AMBER cultivates with the customers is pivotal to both AMBER's and our customers' success. Instill protocols that clearly identify the value added through defined KPIs that are critical to the customer's business. Leveraging this data, connect with customers to create a one-page summary of the business results they achieved after their cloud transformation. This helps them define their future ambitions and view AMBER as a partner in their transformation journey.

Investment: €2M M&S expense

206 Expedite customer onboarding

Helping customers get onboard quickly is key to jumpstarting their success with AMBER. Invest in creating remote delivery centers and professional services that can expedite customer onboarding and engage partners to deploy use-case-based packages developed by AMBER services for faster adoption of cloud products. This focus on solution integration further streamlines the onboarding process and increases early adoption of AMBER solutions.

Investment: €4M M&S expense

207 Success for a lifetime

Maximizing Customer Lifetime Value (CLTV) is not limited to the Customer Success organization. Everyone from engineering, marketing to finance plays a role in maximizing CLTV. Invest resources so that people across AMBER see the connection between their role and CLTV. To enable execution, invest in processes that improve collaboration and further unify our efforts across business units. The aim is to ensure enhanced customer success, proactive protection of renewals and enhanced CLTV. You also collect collaboration best practices along the way and report them out to the rest of the company.

Investment: €2M M&S expense



208 Integrate customer feedback

An intense focus on the end-user is critical to AMBER's success. AMBER should be acutely aware of how end-users are consuming their products and their overall level of success. AMBER does not currently have in-depth insight into overall end-user sentiment and usage habits, so this action invests in building out in-product NPS surveys and data tracking to gather real-time contextual feedback and insights. Ensure product engineering teams are able to capture feedback down to the feature level, feed product improvements, and inform product roadmaps, subsequently ensuring expansion of usage and customer success.

Investment: €2M M&S expense

209 Aligning teams for better collaboration

Often there are differences in team KPIs, incentives and immediate objectives across the business. As AMBER moves towards a more aligned model, encourage teams particularly in solution areas to acknowledging existing differences and to seek alignment where possible. Focusing this effort across the three levels of the organization: corporate, team and individual level will help teams move in the same direction and further promote collaboration across AMBER to achieve their business objectives.

Investment: €4M M&S expense

210 Cross-cultural collaboration

As AMBER continues to drive growth globally and execute on its strategy, its leaders must understand and celebrate the vast benefits of cross-cultural collaboration. AMBER introduces a recognition program that rewards globally collaborative projects and cross-cultural teaming. This encourages leaders to become better listeners, include multiple perspectives, and involve relevant stakeholders in decision making. One central philosophy would be to optimize for AMBER as a whole and not your organization narrowly.

Investment: €2M G&A expense



Strategic initiatives

Round 3**301 Innovation for environmental sustainability**

AMBER's central ambition to create a lasting positive impact for future generations is to reduce the carbon footprint that accumulates along value chains. By leveraging the existing transactional data of our customers, AMBER innovates to integrate sustainability data into the dialogue within the AMBER ecosystem to help to help customers focus on their 'green line' by making responsible business decisions through avenues like climate, and natural capital accounting, resource efficiency, tracking and reuse and protecting and developing people and communities.

Investment: €4M R&D expense

302 Drive internal adoption of the Business Technology Platform

The value of the Business Technology Platform is defined by the ratio of how many people are developing on top of it to the number of people building it, and this critically includes AMBER developers. Strengthen the messaging and incentives for developers to build on the Business Technology Platform when developing new functionality or applications and recognize those who are driving internal adoption. This will help to drive network effects and ultimately help seed the platform because the more we build the more value it attracts to the platform.

Investment: €4M R&D expense

303 Business Process Intelligence focus

By running the broadest portfolio of business applications, AMBER is able to help our customers really understand and improve their business process landscape. However, this remains a gap in our portfolio; competitors are exploiting the Business Process Intelligence opportunity and pushing us into a transactional position. AMBER reacts by pairing our Data & Analytics driven mindset with investments in building live and interconnected data flows, process insights and process improvements through new skillsets in cross-analytics, machine learning, embedded AI and data mining. Ultimately, this investment will allow AMBER to shift from process excellence towards process as-a-service consumption and help customers ensure they achieve value from their business processes.

Investment: €4M G&A expense

304 Optimize the time and cost of implementation

Once the customer has made the decision to adopt AMBER solutions into their organization, a lot of work has to be done before go-live. Invest time and resources to streamline this process through enhanced tooling and standardization of workaround business process frameworks, integrations, and user experience. AMBER invests the time to create industry pre-configuration plans for key verticals. At the same time on the product side, AMBER invests to improve its capabilities in data loading and tenancy management. Ultimately, this will decrease the cost of change and reduce the time-to-value.

Investment: €1M R&D and €1M M&S expense

305 Ecosystem and partner enablement

Partners are critical as they influence the adoption of AMBER technologies to support customers' unique needs, and they contribute to AMBER growth by expanding our market reach in sales and services. Currently, it can be difficult to partner with AMBER because of the company's overall complexity and its often a strict and time-consuming processes. Begin by streamlining certification processes and simplifying legal documents for partners. Further, equip ecosystem partners and system integrators in understanding not only how to sell the value of AMBER's diverse portfolio, but also to help customers transition to the Cloud and to build, extend and integrate on the Business Technology Platform through training. This is particularly helpful for those partners that historically did large implementations, but will make it easier for all strategic partners to do great work for customers.

Investment: €4M M&S expense

306 Customer success dashboard

Identify key customer satisfaction metrics such as NPS, adoption velocity, and renewal rates. Implement tracking customers on a regular basis to understand what is and isn't working. This initiative will create a dashboard with these metrics, ensuring that they are front and center in all business operations. This will likely lead to more active use, thereby boosting the ROI of AMBER solutions.

Investment: €4M M&S expense

**307 Intelligent Enterprise journey planning**

The customer's journey begins by painting the big-picture value of the intelligent enterprise and continues through the building and following a roadmap that helps the customer reach that vision. AMBER harmonizes platforms to integrate the customers' key metrics and KPIs directly into the system for a greater customer experience. As these metrics becoming more readily available, AMBER is able to conduct data-driven success levels checks with customers more frequently, which leads to the possibility of expanding services. By leveraging the fully integrated suite, material & value flows and Data & Analytic capabilities, AMBER is able to drive faster time-to-value.

Investment: €4M M&S expense

308 Drive high performing teams

Invest in a high-performance culture that retains and supports top talent. Empower teams to make decisions by sharing information and delegating responsibility, promoting experimentation and continuous learning, and encouraging the team to take calculated risks. At the same time, hold teams accountable for their results and how they run and lead. Further support this process by encouraging leaders to have regular courageous and transparent feedback conversations with their teams.

Investment: €3M G&A expense

309 Rotational leadership program

Leaders at AMBER are domain experts in their own functional area but may lack perspective on other areas and the connections and interrelationships between headquarters and region or sales and engineering for example. AMBER invests in establishing a program where leaders experience other areas for short durations to cross-pollinate ideas, accelerate big-picture understanding, and expand their network within AMBER.

Investment: €2M G&A expense

310 Data driven decision-making

Navigating a transformation requires a clear view of where you are, where you want to go, and the business measures you must hit along the way. Leaders and employees must become more analytical and data-driven, always being able to articulate the "why" behind what they are doing. Assess decision-making health, launch workshops to grow capabilities, and track transformation progress against specific business measures. By becoming more data-driven, AMBER can better innovate and deliver value.

Investment: €6M G&A expense



Good luck!



Notes

Notes

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

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