Work Project Report

2012-2013

Redesigning Marketing Strategy with Design Thinking Methodology

for

SAP Australia & New Zealand

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1. Brief Context

a. The Client

i. SAP AG Overview

SAP AG, founded in 1972, is the world leader in enterprise software solutions and software related services as consulting, maintenance, and training services (SAP 2013). Headquartered in Walldorf, Germany, the company has over 55760 employees (MarketLine 2012) and had in 2011 a total revenue of €14 233 M (SAP 2011).

A subsidiary of SAP AG, SAP Australia and New Zealand (Referred as SAP ANZ for the purpose) is part of a global network of 130 market units. Ever since its establishment in 1989, SAP has been able to demonstrate a strong position in the Australian Market of enterprise software, occupying a strong leading position with 31% of market share against its main competitor Oracle with 16% market share (Foo 2012). Even though the Australian Market is limited in size, SAP ANZ showed its importance in the company's value chain, coming 7th among all market units in terms of revenue (Kloss 2013).

ii. SAP ANZ Marketing Team

Offering hundreds of software solutions according to industry, business area, and company size, SAP's organizational structure is quite complex. In fact, the combination of these three dimensions (industry, business area, and company size) into a cubical figure constitutes SAP's product portfolio. In this matrix, the X-axis represents the twenty-five industries; the Y-axis represents the five market categories; and the Z-axis the seven lines of business (Appendix 1). According to the size of the market unit, each employee or team will be responsible for one or several areas inside the cube. Within SAP ANZ, each marketing manager is responsible for more than one area.

As in other B2B companies, SAP's marketing team has a supportive role. Under its duties lies the creation of brand awareness and recognition, preservation of healthy customer relationships, and leads generation[1] (Kloss 2013). Due to the complexity of SAP AG's products, the marketing activities are targeted at new and existing customers at the same time because normally, companies run multiple projects with SAP depending on the businesses areas.

The marketing team is in charge of the initial stage of the selling journey, being responsible for passing the potential clients to sales as soon as interest in doing business with SAP is shown. The follow up is done by the sales, pre-sales, operation, and engineering teams that assess the relationship's feasibility. Besides that, the marketing team is also responsible for the eco-system partners, smaller software consulting companies that are in charge of market and sell SAP's software products to small and medium enterprises (SME) (Kloss 2013).

The marketing team's performance is evaluated under two metrics. The first metric that does not affect annual bonus, reflects the number of leads that are passed on to the sales team. The second metric, reflected in the annual bonus, echoes the company's total revenue (Augustine 2013).

b. Market Overview

As the leader in the global market of enterprise software, SAP dominates the market of large enterprise applications, SME applications, business analytics, and enterprise mobility (SAP 2012). Knowing the importance of being on the edge and following market trends, the company recognized the existence of market opportunities for mobile, big data analytics and cloud computing, shifting all its efforts to provide and promote software related solutions.

It was under this climate of change that Andrew Barkla, became CEO of SAP ANZ. With these goals in mind, he set an ambitious objective for the company under a strategy named TeamOne- to double the turnover and become a 1Billion dollar company by the year 2015. In addition to this, he also wanted to transform the client relationship, from transactional,

[1] A lead is a potential sale opportunity that is evaluated through a rigorous process since its identification until its final validation. Possible leads are always passed on to the sales team for validation and completion of the sales process.

i.e. just selling software, to transformational, i.e. through the co-creation of software systems that better fit customers' needs.

c. Current Client Situation

Until now, SAP ANZ's marketing team has been able to successfully deliver the expected results. However, it seems that it has exhausted its growth potential, being in danger of not delivering the expected TeamOne results. For that reason, the team believes that it needs to find solutions for its two main challenges. The first is to double the turnover with the same amount of consumed resources. The second is to answer the marketing shift of customer interaction in B2B market place, becoming more efficient in reaching clients.

For several decades, SAP AG has been using the design thinking methodology[2] to develop innovative products. Recently, its sales team started to apply this concept near customers, having tremendous and significant results. The marketing team believes that Design Thinking is the methodology that will help the team to redesign their current processes and strategy and achieve TeamOne goal.

d. The Business Project Challenge

The purpose of our business project was to construct and execute a Design Thinking pre-workshop that would focus on the analysis of SAP ANZ's marketing team processes and strategy using a customer centric approach. The goal was to provide the marketing team with its current customers' insights regarding its strengths and weaknesses and to present a set of tools and design thinking exercises to help them start to modify their processes and strategies. The outcomes of the customers' analysis and the insights produced in the pre-workshop would be later used as input by the marketing team to redesign their current strategy, and achieve TeamOne objectives.

e. Summary of Conclusions

The pre-workshop was presented to the marketing team in the beginning of June. The information was structured accordingly to the PwC framework of strategic planning that

[2] Customer Centric methodology that combines analytical thinking with intuitive thinking (Martin 2012)

comprises four stages. Defined, in 1980, the “Four-Step Approach” to strategic planning includes four different steps that should be taken by a company to successfully achieve its defined objectives (Schmidt et al. 2009) (Appendix 2). This framework allowed us to identify the gap between SAP ANZ marketing team’s current strategy and processes and the strategy and processes that would allow the company to achieve its potential goal.

Firstly, we presented the goal of achieving 1B dollars by 2015 as the marketing team’s future target- corresponding to the second step of the framework. This understanding helped the team to contextualize and clarify its current objectives.

With a clear goal in their minds, we focused on the first step and presented “The where are we now” phase. The analysis of this phase was done by realizing the current processes, strategy, and systems. For this purpose, a series of qualitative research interviews were previously conducted. In total, 26 stakeholders were interviewed (7 marketing team members, 13 internal stakeholders, 4 ecosystem partners, and 2 SAP customers). The interviews were formulated, structured, and presented based on one of the tools of the Blue Ocean Strategy (Kim and Mauborgne 2004) - The “Eliminate, Reduce, Raise, and Create” matrix (ERRC) (Appendix 3). The matrix, following a DT approach, analyzed the service using a customer centric approach, being expansive enough to not create pre-assumptions. Besides the use of primary research, several internal documents as quarterly marketing campaigns, reports, and policies (i.e. description of the sales funnel, organizational chart, etc) were analyzed. For confidentially related issues, those results will not be reproduced or considered throughout the report. The interviews’ outcomes aimed to highlight the main problematic areas from a multidimensional point of view (from a marketing and internal, and external stakeholders’ perspective). The results were later grouped and a heat map was then generated to emphasize the main area of potential improvement for the marketing team (Appendix 4).

The third step was the presentation of potential design thinking tools that could be used by the marketing team to initiate the process of strategy formulation. The tools consisted on the ERRC framework, Scenarios[3], and “What if”[4]. From these exercises, new potential areas of improvement arose. These ideas together with the illations generated from the heat map, were later used to formulate recommendations.

The final step of the framework was to present a performance measuring tool that would allow the team to evaluate the new performance after the restructure. The Net Promoter Score (Reichheld, 2003) that measures customer satisfaction was then presented.

2. Reflection on the Work Done

a. The Original Approach

As presented before, the goal of the business project was to develop a design thinking pre-workshop where the main structural and strategic problems of the marketing team would be highlighted. Therefore, “The Four Steps of Strategic Thinking” was used to understand the current status quo, to realize the ongoing marketing strategy and processes, to introduce tools to improve the current state, and to present a performance measurement tool. The qualitative data from the internal stakeholder, external stakeholder, and marketing team was individually analyzed.

From the internal stakeholders, three recurrent themes were identified: lack of communication and collaboration between the teams in the sales process, *“I’d like to see more regular interactions between the marketing and the sales team. There are two things that the marketing team could do more, they are communication and coordination”* (Internal customer 3, 2013); issues concerning brand image, *“SAP is doing a great job in remaining competitive in the market by offering always more innovative services. However, it is not successful in telling the customers which service satisfies which need”* (Internal customer 6, 2013); and the quality of SAP’s events, *“I think marketing should try to make the event content more relevant to the customer”* (Internal customer 13, 2013).

[3] Design scenarios are essentially hypothetical stories, created with sufficient detail to meaningfully explore a particular aspect of a service offering” (Stickdorn and Schneider 2011, p. 184)
[4] “What if? is a question that service designers may pose in order to prompt exploration of even the most outlandish scenarios” (Stickdorn and Schneider 2011, p. 182)

Concerning the external stakeholders, three main issues also arose: the misleading marketing messages about SAP products, "*They tell you that they will solve your business with a new solution but the products are not as perfect as they say"* (External customer 1, 2013); the lack of post-purchase support, *"If I could have a magic pill, what I hope the marketing team could do more is to have someone here on site to make sure the relationship stays stable and continued"* (External customer 1, 2013); and the absence of personal touch in marketing communications, *"An event shouldn't always be big, including many people, it could be also smaller and intimate"* (External customer 2, 2013).

Finally, the analysis of the marketing team allowed to identify two major issues: the perceived need for increased automation of basic processes, *"It's missing automation of core marketing processes."*(Marketing team member 3, 2013); the need to increase internal and external communication and collaboration, *"I'd love to spend more time expanding on our ideas together."*(Marketing team member 3, 2013). The three group insights were juxtaposed within a heat map that highlighted the primary focus areas to be addressed in the redesigning process.

b. Approach Evolution

During the pre-workshop, the team engaged in three design thinking exercises that allowed the formulation of creative ideas on how to overcome the issues embodied in the insights collected from internal and external interviews. Actually, the ideas generated from the exercises confirmed the importance of communication and collaboration between SAP teams. The suggestions to save time for inter-team regular brainstorming, to publish an internal newsletter and to create a "Marketing Idea" shared folder, evidenced the importance of inter-team communications. Other areas, as the lack of personalized communication with the outside customer (emphasizing the importance of small and customer centric events instead of "hero" events) and a focus on "strategy definition" were mentioned as potential areas for improvement.

Out of the scope of a process-oriented consulting project, answering a client request, we decided to present three recommendations to improve the main issues exposed before and during the pre-workshop. The first issue was the alignment between vision, culture and identity that would allow the construction of a more consistent image to the outside world. The second was the use of the *Time Management Matrix* presented by Covey (1989). According to Covey (1990) people allocate their time to various tasks taking into account its importance and its urgency (Appendix 5). He states that highly effective people have the capacity to focus on highly important but not urgent tasks, planning ahead what they want to do. These peoples' activities are located on Quadrant II. The goal is to extinguish activities located on Quadrant IV and move progressively, through planning, the activities on Quadrant I and III. The marketing team should be aware of to which quadrant they allocate most of their time and shift their focus to Quadrant II. With this they would be able to avoid unexpected problems, decrease current time pressure, and engage in strategic planning and communication.

The third recommendation was to create *Cross Functional Teams* that would eliminate the silos existent in SAP ANZ, leverage the existent individual talent, and create necessary synergies to achieve its ambitious TeamOne goal. To overcome the challenges imposed by this team building process it is important to set clear goals, work with key stakeholders, and deal effectively with conflict. SAP ANZ's marketing team needs, first of all, to set a general goal that is to better understand and respond to current customer needs, avoid past conflicts and competition between team members, and generate resource maximization. In addition, the collaboration and communication enhancement between departments will allow the teams to achieve this general goal. To support this, periodical brainstorming sessions and an effective internal database emerged as crucial measures to be taken. Secondly, the marketing team needs to focus on its key stakeholders- internal and external. To improve collaboration between internal stakeholders the company should initiate an ongoing share of experiences. For external stakeholders, the team should focus on the use of a more personalized communication and a continued presence through all the length of the customer/company relationship. Finally, it is important to deal with internal conflict by increasing trust between the members. One of the pre-workshop suggestions was to include other team members in the Design Thinking workshop. The incorporation of different knowledge would generate innovative solutions, taking into account different perspectives.

c. Approach Limitations

Due to the specificities of the work project and a limited time frame the recommendations presented did not deeply address all the problems in the relationship between the marketing team and its stakeholders. In fact, although the *Cross-Functional Teams* concept partly addresses the problem, it is too simplistic and it does not emphasize all the existing dimensions of the relationship between the team and its internal customers. Therefore, this will be analyzed in a more holistic way taking into consideration a Customer Relationship Management approach.

d. What could have been done differently?

The idea that a company needs to manage its internal customers in the same way as it treats its external customer seems obvious- *"They are the ones that we rely on to help us achieve the company's goals"* (Chistiansen, 2006). The marketing team is in fact, totally dependent on the sales team to be able to double the revenue and achieve TeamOne goals. This happens because the sales team is responsible for the transformation of potential leads into revenue.

However, there is an enormous disconnection between the marketing and the sales teams, *"I'd like to see more regular interaction between marketing and sales teams."* (Internal Customer 2, 2013). On the other hand, the marketing team is missing the importance of a trustworthy relationship, *"The will to share is missing."* (Internal Customer 3, 2013), open to feedback, *"They don't take feedback. Often they make activities and events in isolation. "* (Internal Customer 5, 2013), and Co-creation, *"They aren't open to take ideas from the business. They already have a fixed plan of what we look like."* (Internal Customer 7 2013). In addition to these, a clear identification of its customers' needs is absent. Thus, it is essential to understand the main supporting activities that are later able to generate external customer interest, retention, and revenue. *"There must to be a team meeting at the beginning of the year. Someone from marketing, someone from business and someone from business development have to agree on what to do. It shouldn't only be a marketing process to decide."* (Internal Customer 9, 2013).

Finally, the marketing team lacks an effective customer database where it can share all the internal and external marketing information, *"The thing that is missing the most in the marketing team is a customer database. We don't even have an activity that clearly says which external customers we target."*

The formulation of a Customer Relationship Management framework becomes essential to understand and influence internal customers to engage in later external relationships. As Eichom (2004) mentions, the business unit level must reflect the same concern for internal customer satisfaction that management exposes to external customer satisfaction. He also identifies two internal premises that allow to have an effective external CRM: the necessity to have a customer focused culture that establishes and supports cross-functional teams and a consistent information flow that allows data sharing, and comprehensive customer data access.

Thus, a coherent model of internal customer relationship management (I-CRM) must be implemented and a meaningful, internal customer analysis must be conducted. Therefore, as similar to external relationships, the company must *Identify* its internal customers, *Differentiate* them, *Interact*, and *Customize* some behavioral aspects towards them (IDIC model) (Appendix 6). This model addresses three main implementation areas of an effective internal customer relationship management defined by Nykamp and McEarchern (2001) - Understanding the Customer (Identify and Differentiate), Marketing and Communication, and Ongoing Status Reporting (Integrate). The IDIC model was then chosen since it provided a holistic view of the relationship.

Therefore, in the following chapter, the major aspects of a relationship will be defined and it will be conducted an analysis of the IDIC implementation process.

e. The Relationship between the Marketing Team and its internal Stakeholders

The four steps of customer engagement uncovered by the IDIC model, together with the access to information represent the mechanisms to build a frank relationship between the marketing team and its internal stakeholders. However, while this represents the mechanisms of a relationship, generating a trustworthy relationship must be the first goal of the process.

i. Building a Strong Relationship with Internal Stakeholders

As mentioned before, the marketing team is strongly committed to its external stakeholders. However, an effort to build a strong internal relationship, as service provided, is missing. A successful relationship is a two way unique and repetitive interaction, built in a trustworthy environment that requires behavioral alteration, and provides ongoing benefits. Furthermore, a transformational/relational environment becomes ideal to develop this kind of relationship since it involves a continuous collaboration. According to Britton (Peppers & Rogers, 2011), there are two primary transformational relationship blocks: trust and commitment. These lead directly to cooperative behaviors and are central to a successful relationship.

Trust: Trust is a function of character (Covey, 2009) and the result of competence, benevolence, and integrity. According to Wiley (2012), the ability to gain trust is dependent on these three factors. For that reason the marketing team needs to act as a trusted agent, someone that the other internal teams believe that will act on their own interest, prioritizing customers' interests above their own interests. First they need to prove that they can do a competent and effective job, and second, they need to be benevolent and care about the other internal stakeholders' problems, listen actively, and resolve their constraints. Finally they also need to be honest and transparent, clearly showing the results of their marketing initiatives, and creating potential improvement solutions.

Over time, trust will increase cooperation and commitment between teams further allowing a learning relationship[5], in which constant feedback from the parties involved, will permit to adapt the relationship behaviour, and increase its quality. The process of building a trustworthy relationship is not easy and depends on several contributors that constitute the

[5] Learning Relationship: exists when a customer teaches its preferences and the service provider, tailors its responses to those preferences.

main factors for trust development. To build a trustworthy relationship, the marketing team needs:

1. To share values with the sales team- If both teams share beliefs regarding their common goals, policies, and behaviours, they will develop more trust between each other.

2. Interdependence- Excess of dependence implies vulnerability. It is important that both teams understand the importance of the relationship but do not create dependent behaviours.

3. Quality communication- Formal and informal communication aligns expectations, values, avoids conflicts, and resolves any kind of disputes. The communication must be reliable, relevant, and constant. This will create a communication loop since, quality communication leads to trust and trust, on the other hand, leads to quality communication.

4. Nonopportunistic behaviour- Long term relationships must rely on shared long term benefits. In a relationship with internal colleagues it is fundamental that there are not any self-serving goals, since the different teams will have to work together.

Commitment: Trust is the main contributor for team's commitment. Commitment arises when the parties believe that the satisfaction value provided by the relationship is so differential that they should maximize its effort to maintain it. The effective generation of commitment allows developing an affective relationship. In this situation, both marketing and sales teams understand that besides, the incremental economic benefits from the relationship, there is an emotional attachment that will support the relationship in the long-term and allow an effective problem resolution.

In order for the marketing team to analyze the sales team commitment to the relationship, they first need to realize the quantity and quality of inputs provided to the relationship which might be ideas for marketing campaigns or tips regarding the type of clients they should focus on. The consistency, accuracy and reliability of those inputs, also need to be accessed as well as the subsequent improvements in performance. Finally, they need to realize the likelihood of future exchanges.

f. The IDIC Model

After analyzing the necessity of trust and commitment in the relationship, between the marketing team and internal stakeholders, it is necessary to uncover fundamental implementations tasks to create a unique relationship. The first two categories represent the outcome of a "behind the scenes analysis" (Pepper & Rogers, 2011) called insight and the latest two require customer participation- action.

<u>i. Customer Identification</u>

As demonstrated on our analysis of the marketing team and its relationship, there is not a clear view, on who are their internal customers. In fact, during the pre-workshop the marketing team referred that they were always *"serving requests from everyone without knowing the impact"* and *"that everyone comes to ask for favors without knowing, in fact, what the marketing team can do"*. Customer identification would allow the marketing team to better recognize its internal customers according to the services requested. The information collect could later be incorporated in an internal database accessed by all marketing team employees. The database should include the specific characteristics of each customers and correspondent marketing activities. One example would to be to quickly access all the marketing campaigns developed for the telecommunications industry, each time a telecommunication sales representative requests a campaign.

<u>ii. Customer Differentiation</u>

The second aspect of the IDIC model is differentiation, meaning that the marketing team should differentiate customers according to the value generated and its specific needs.

To identify their potential value it is important to divide customers into categories. Thus, according to Nykamp and McEachern (2001), the marketing team must look at the cost and company´s benefit of serving different customers and categorized them into actionable segments - since different customers will require different levels of service. Like with external customers, the marketing team will be able to pinpoint the top 15%-30% internal customers that will consume 80% of the resources.

Regarding internal customer needs, according to Christiansen (2006), the internal customers have six major necessities:

1. To be informed
2. To be in control
3. To have choices
4. To have a friendly relationship with the service provider
5. To be knowledgeable
6. To be attentive

The needs' hierarchy varies according to the type of customer. For example, a sales representative, dependent on the marketing team's support to develop a specific campaign for his high profitable external client has probably completely different needs than a sales representative responsible for the support of a medium enterprise. So, the marketing team should understand these differences and group customers that have similar needs. Due to the fact that SAP's internal portfolio is really diverse, the marketing team should divide its customers using SAP's cube matrix, incorporating and grouping internal customers under each area set. With this differentiation, the marketing team, would be able to adapt behaviors and provide services according to customer needs.

This way, instead of *"going around answering all the type of requests"*, the marketing team would optimize resources and focus on the internal customers that will bring the most value for the enterprise, as well as define strategies that will satisfy the different customers´ needs.

iii. Customer Interaction

After identifying its customers and internally differentiate them, the marketing team should be able to improve the effectiveness of its relationship with the internal customers. Concerning direct interaction through the use of technology, the marketing team should consider an internal messaging software. This way, the marketing team could effectively communicate with all of its internal customers and expect a reliable and fast response.

In addition, during the qualitative research and the pre-workshop, was stated that there is not any type of guidelines for internal customer' interaction. This means that the type of interaction depends on the marketing team's employee involved in the campaign. One representative of the sales team considered that, the type of event and the quantity/quality of information provided was contingent on the campaign's responsible employee. Hence, the marketing team should develop a standardized customer interaction that would enlist the same standardized activities each time they develop a marketing campaign.

In addition, the possibility to generate customer feedback would allow to understand customers' opinions and to improve behaviors. A potential solution, as presented before, is the implementation of the Net Promoter Score (NPS) that quantifies and explains the level of customer satisfaction and the willingness to endorse the marketing team near colleagues or friends. The NPS outcomes could also allow the marketing team to build a customer journey map. This tool derives from the design thinking methodology and helps the marketing team to graphically expose the existing interactions with its internal customers during a defined journey (for example: during the development of a 10 weeks marketing campaign for governmental agencies in Queensland). The structure will be able to highlight service interactions and corresponding emotions. This journey map will offer a high quality overview of the factors that influence the customer experience, providing opportunities for efficiency improvement, both on technological terms but also regarding employee and team performance (Stickdorn M. & Schneider 2011, pp 158-159).
Alongside with the NPS and the customer journey map, the marketing team should promote a constant dialogue with its internal stakeholders, address complains, and create opportunities for improvement.

iv. Customer Customization

SAP ANZ's marketing team should partially adapt some aspects of its behaviors towards its customer needs and values (Peppers & Rogers, 2011). By engaging in an ongoing relationship with its internal customers, the marketing team, would be entailed to mass-customized some parts of its services and tailor other parts. As expressed in the pre-workshop, the marketing team would like to have a specific software to create repeatable events, and, in this way, mass customize events according to internal customer needs. This would be the case of an adaptive customization[6]. In addition to that, the marketing team could use collaborative customization[7]. One way to do it is by using a Design Thinking process called Co-Creation, which represents a way to incorporate an open-source development philosophy (Stickdorn M. & Schneider 2011, pp 198-199) into idea generation. The goal is to explore several potential directions, provided by different teams, when it comes to effective marketing campaigns. The main advantage of Co-Creation is the feeling of shared ownership over the concepts and ideas developed.

v. Conclusion

A happy company has happy customers- both external as internal. In fact, it is impossible to provide an outstanding external performance when, inside, the communication between teams is not effective. A successful internal customer relationship management is essential to later deliver exceptional external results. In fact, behaviors, attitudes, motivations among internal business units, need to expose the same concerns, for customer satisfaction that the management team exposes to external customers.

SAP ANZ´s marketing team has been able to build a remarkable relationship with its external customers, however, they forgot to nourish the relationships inside SAP. With the TeamOne goal in mind it is necessary to modify the processes and the strategy implemented. As highlighted during the business project, and deeply analyzed in the work project, the marketing team should then adopt an Internal Customer Relationship Management Strategy. However, this is not an easy task and implies an on-going relationship of trust. As Nykamp and McEachern stated “Marketing to internal customers isn't an event, but rather an ongoing process”. Therefore, to ensure long term loyalty the marketing team needs to demonstrate its capabilities and to provide results. This means that not only they are delivering effective marketing campaigns but also building a healthy relationship.

[6] Adaptive customization: standard but customizable product that the customers can alter themselves (Peppers & Rogers 2011)
[7] Collaborative customization: conducts a dialogue with individual customers to help them articulate their needs, identify the offering that fulfills those needs, and then make customized products for them.

The process of identifying, differentiating, interacting and customizing will allow the marketing team to understand customers´ needs and build appropriate marketing campaigns. For the marketing team, this internal customer relationship management strategy may not produce higher revenues. However, it would allow a more efficient use of resources - fundamental to achieve the goals set in TeamOne strategy.

3. Reflection on Learning

a. Previous Knowledge

i. Masters Content Applied

Throughout the project, the methodology used combined knowledge from both *Brand Management* and *New Product Development*. Since it was a process oriented consulting project, the importance of qualitative research was fundamental because it was the only method that allowed collecting irrational and rational thoughts. Thereby, qualitative research was used to deeply understand the problems of the marketing team and to collect customer insights. In total, 26 interviews were conducted for all the stakeholders involved in sales process (the marketing team, sales, operation and technical team, partners, and customers). The main method of interview formulation and analysis derived from the matrix of the Blue Ocean Strategy presented in the unit of *New Product Development*. According to this framework method and considering the knowledge from *Brand Management*, the interviews' guides were written. In a later stage, after the interviews, transcript tapes with additional comments were elaborated. The data collected was then reviewed and a topics' analysis was elaborated to organize and structure the data by topics. Its outcomes, together with the representative opinions about each topic, were presented to the marketing team.

Furthermore, the knowledge from *Cross Cultural Management*, a unit that was being taught alongside with the business project, revealed fundamental information to the understanding of team dynamics and cultural differences between team members.

ii. Masters Content Adjusted

To evaluate the possible strategies implemented by the marketing team, a performance measurement tool, the *Net Promoter Score* by Reichheld (2003) was presented. This measurement tool derives from the concepts learned in the *Customer Relationship Management* course that highlights the importance of assess customer satisfaction in a recurrent way. In fact, this tool quantifies the level of customer satisfaction and the willingness to actively recommend the marketing team's services to colleagues or friends.

In addition, one of the recommendations presented after the pre-workshop was the alignment between Vision, Culture, and Identity (VSI model by Collin and Porras) that allows the projection of a more consistent image to the outside world. Although the model presented was not incorporated in any course, the importance of the alignment between the company's vision, its culture and its unique identity was mentioned several times in various marketing courses such as *Marketing in a Dynamic World* and *Brand Management*.

b. New Knowledge – Methodologies and Frameworks

Several new methodologies were necessary throughout the project. The first, and most important, was *Design Thinking* that constituted the basis of our business project. In order to accurately understand the meaning of the concept and its potential application into a team's restructuration, a deep research was conducted.

Design Thinking is a customer centric problem solving technique based on emotional insights that unifies empathy (understanding of customers´ needs) with creativity (development of unexpected and disruptive solutions), and rationality (technical feasibility). This technique allowed us to collect non-biased customer centric insights. In addition, during the pre-workshop, the team presented several design thinking tools to be applied by the marketing team during its strategy restructure.

Another new concept was the PwC framework of the "Four Steps of Strategic Planning". This framework was extremely valuable because it permitted us to understand the marketing team's future goal, analyze the current strategy, introduce tools for improvement and deliver key performance indicators.

Lastly, concerning group work and in order to evaluate the team performance, the "Team Performance Model" by Drexler and Sibbet (1991) was used to appraise the evolution of the team's dynamics in seven different phases (Appendix 7). Its exploration highlighted the resolved and unresolved tasks that influenced the internal dynamics, and emphasized the possible places for improvement.

c. Personal Experience

i. Key Strengths & Weaknesses

Besides the academic challenge, the Business Project was a great opportunity to deeply analyze my own strengths and weaknesses. In fact, I realized several characteristics that I had never noticed before, which were highlight by the heterogeneity of the people involved in the project and the challenge of the multiculturalism inside the team.

In general, my strengths are the capacity to be proactive, to be an attentive listener and to seek common ground. These characteristics allow me to focus on the most relevant topics and to deliver consistent results on time. Moreover, the capacity to effectively deal with stress and encourage team members during times of pressure and tension permitted me to give a sense of positivism during the last couple of weeks of the project. I strongly feel that without my optimism, concerning our capacity to deliver a great report, probably the outcome would be significantly different. In addition to that, normally I have the capacity to address problems with group members effectively, especially when they are open to feedback. One example was my ability to talk to one of my colleagues and tell him that he was constantly interrupting others' reasoning, blocking their rationality. I believed that his behavior emerged as an excess of motivation. By providing feedback, addressing first of all the positive aspects, I was able to give feedback in a way that I would like other people to give it to me. Hudson (2011) believes that this is the most effective way to provide good feedback. His reaction, confirmed in fact this theory. The use of a positive feedback before allowed him to clearly understand the situation and modify his behavior.

I believe that I strongly felt one weakness that I already knew that existed – the difficulty to deal with team members that are not as committed as the rest of the group. According to

Felps et al (2006), I experienced a case of a “Bad Apple”. It consists of a group member that negatively influences the team through his actions, having a devastating effect and causing team disharmony and anxiety regarding problem and solution discussion (Davies 2009). He addressed group dynamics in a very distinctive way, believing that group members should always work separately. However, due to the complexity of the research project, the group always felt a strong necessity to first discuss problems together. This attitude made him always question group decisions, leaving several meetings earlier than supposed. Although the group addressed the issue, even after the conclusion of the project, the member still continued to reinforce its legitimacy. As an unexpected response to his actions I experienced an internal defensive behavioral reaction, considering the member a distraction to my performance. According to Felps, this is a behavioral response to a “Bad Apples” behavior which represents the inability of a member to stay emotionally, intellectually, and behaviorally committed after being offended by a negative co-worker. In my case, it was translated by my incapacity to address the problem more than once, losing my motivation to resolve the situation after each episode.

ii. Plan to Develop the Personal Areas of Improvement

After delivering the final report I had the opportunity to analyze my Myres- Briggs Type Indicator test. The MBTI test, developed and presented in 1962 by Myres-Briggs is a personality inventory that shows that variances in behavior are at the basis of how people use perceptions and judgment, being in fact, quite consistent (The Myres-Briggs foundation, 2013). From its understanding and analysis, I revised some of my weaknesses and discussed them within the group, comparing my MBTI results with my team members´. I was able to reflect and conclude that the reason why my team member´s behavior bothered me so much was related to the fact that I am a *feeling* person, in opposition to all my team members that were *thinking* persons (Appendix 8). That means that I always have a stronger need to achieve group accordance and workload fairness between all the members. My colleagues, in opposition, do not mind not having a unanimous solution.

The personality tests are not right or wrong and do not make anyone better. They simply allow us to understand why some people behave in certain ways. Next time, before the commencement of team work, I would like to do this in order to analyze the psychological type of each team member. Hence, I would be able to further understand the groups' specific behaviors, taking advantage of all the inherent diversity.

Something to improve was time management. I consider that sometimes I still spend too much time dealing with tasks that are not urgent and not important. One future solution is to weekly plan all the activities and prioritize the long term goals.

d. Benefits of Hindsight

The most valuable characteristic of this project was also its pitfall- the possibility to develop a pre-workshop with the use of the Design thinking methodology. The concept integrated throughout our project allowed us a distinctive way of problem thinking. The lack of pre-assumptions and questioning of the status quo permitted to uncover unknown problems in the marketing team. In addition, the Design Thinking tools studied and presented, gave a deeper understanding of the concept. Although it was a great way of learning this new trendy subject, its subjectivity led to several down falls during the project. Fortunately, our academic advisor had deep knowledge about the subject and was able to help us even when she was not able to clearly understand the client's expectation. Also, the lack of access to information delayed our qualitative research until the last month. Next time, besides realizing the project's proposal, I would make an extra effort to clearly understand the client's final expectations. In our case, his high expectations made us deliver recommendations even if they were not covered by the research question or the project scope (because it was a process-oriented consulting project).

Concerning group dynamics, I believe that first of all, a better group planning should have been developed since the project's commencement. The long term planning would have allowed us to deal with the delays more effectively and to find solutions in a quicker way. Other aspect that I would improve was the communication. A constant dialogue with share of expectation and feedback would have improved the group dynamics and the relationship between group members.

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Internal customer 3, 2013, author interview, 10 May, Sydney.

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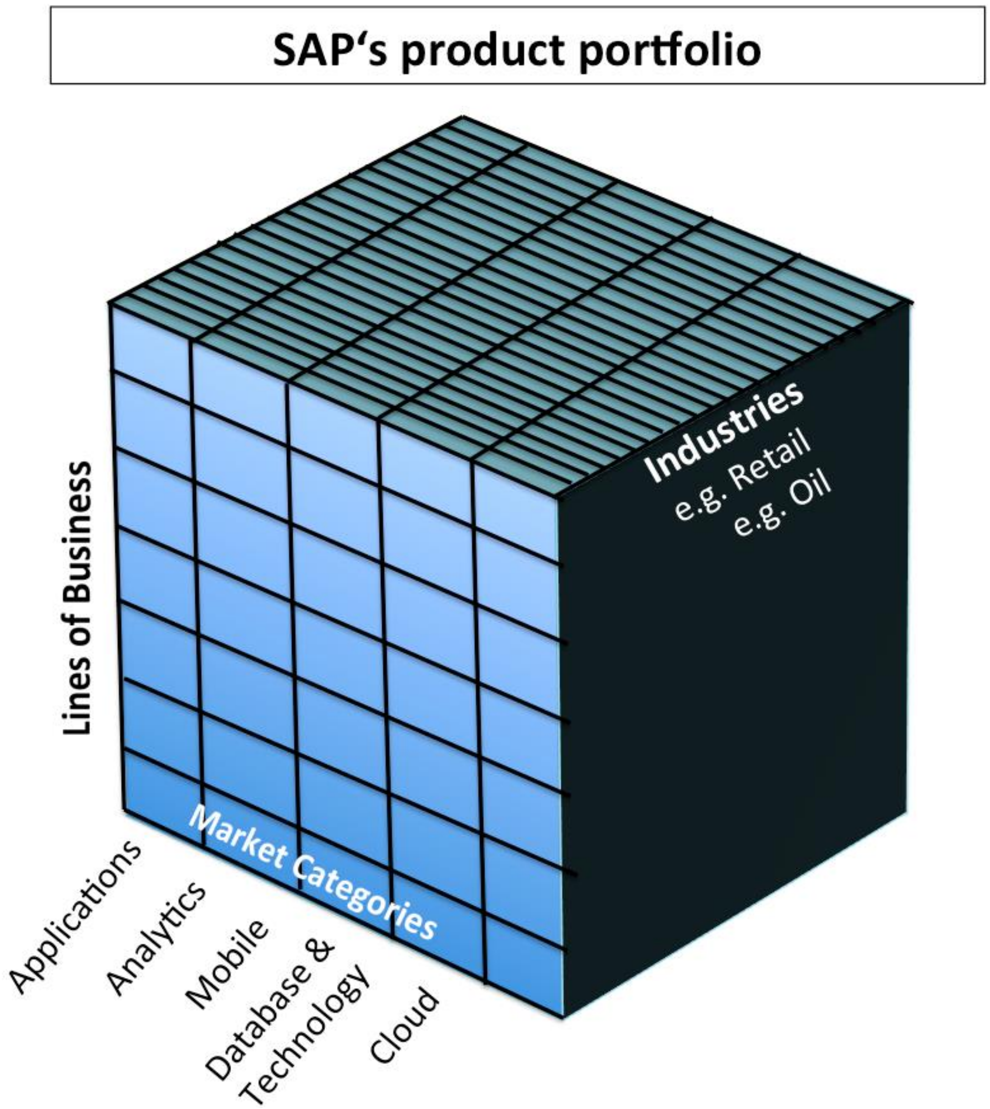
5. Appendix

a. Appendix 1: SAP's Product Portfolio (Kloss 2013)



b. Appendix 2: Four Steps of strategic planning by PwC 1989

Step 1	Where are we now?
Step 2	Where do we want to get to?
Step 3	How are we going to get there?
Step 4	How will we know when we get there?

c. Appendix 3: Eliminate, Reduce, Raise, Create matrix by Kim and Mauborgne (2005)

Eliminate	**Raise**
Which factors should be eliminated that the industry has long competed on?	Which factors should be raised well above the industry’s standard?
Reduce	**Create**
Which factors should be reduced well below the industry´s standard?	Which factors should be created that the industry has never offered?

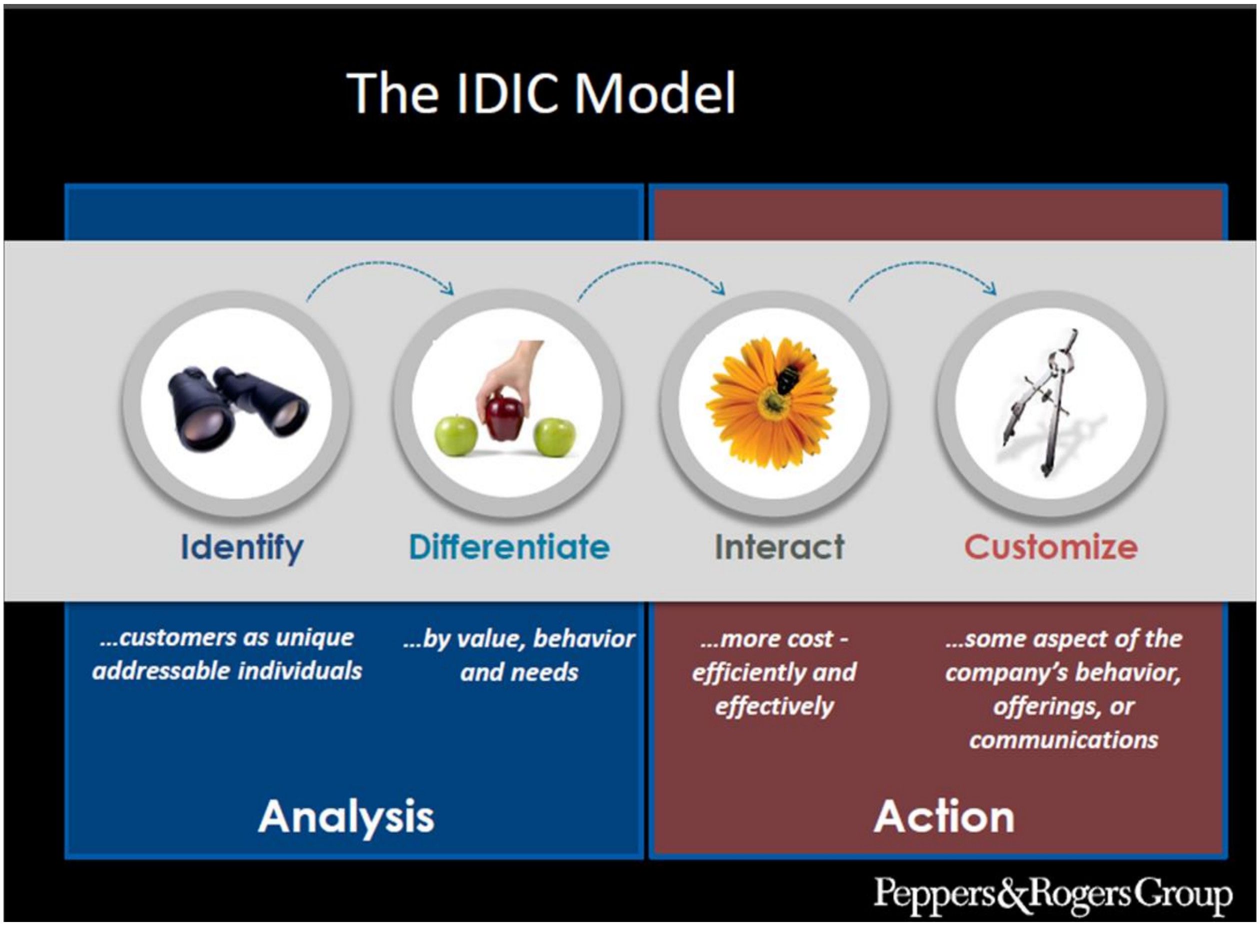
d. Appendix 4: Heat map- areas of future improvement for the marketing team

Focus Areas	*Internal*		*External*		*Team*		*Outcome*
Communication	✓	Create regular inter-functional meetings	✓	Create periodic personalized newsletters	✓	Raise communication and information sharing within the team	**Focus on improving the communication both within and outside the team**
Collaboration	✓	Eliminate disconnection between the teams in the sales cycle	✓	Raise post-purchase customer support and engagement	✓	Raise collaboration with other departments	**Capitalize on the need for collaboration shown by all stakeholders**
Brand Image	✓	Reduce conflicting messages	✓	Eliminate the misalignment between product presentation and performance	✓	Raise the consistency of marketing message with the way SAP positions itself	**Focus on making the brand image and the marketing message internally consistent**
Leads	✓	Reduce the number of non qualified leads	✗		✓	Eliminate stalled leads in the sales funnel	Collaborate with sales to align expectations about the leads
Events	✓	Reduce the number of non-targeted events	✓	Raise the number of customized events	✗		Focus on running more narrowly targeted events
Customer Focus	✓	Raise customer focus	✓	Eliminate “one-size-fits all” approach to customers	✗		Adopt a more personalized approach to communicating with customers
Campaign Result Accountability	✓	Create visible correlation between the events and the new business created	✗		✓	Create more tools for the analysis of campaign outcomes	Share existing data about campaign outcomes with other teams
Strategic Planning	✓	Create regular inter-functional meetings for strategy formulation	✗		✓	Create long-term strategic planning	Collaborate with other teams within SAP for formal strategy formulation
Social Media	✗		✓	Raise SAP involvement in social media	✓	Create social media strategy	Embrace the possibilities offered by social media for more effective customer engagement
Work Overlap	✓	Eliminate pursuit of the leads that the sales team already works on/knows about	✗		✗		Conduct regular meetings between marketing and sales to brief each other about the leads they are pursuing
Budget Management	✓	Eliminate individual budget management	✗		✗		Work out a budget management procedure that takes into account all stakeholders
Automation of Tasks	✗		✗		✓	Eliminate manual tasks where automation is possible	Create or employ tools for automation of work tasks

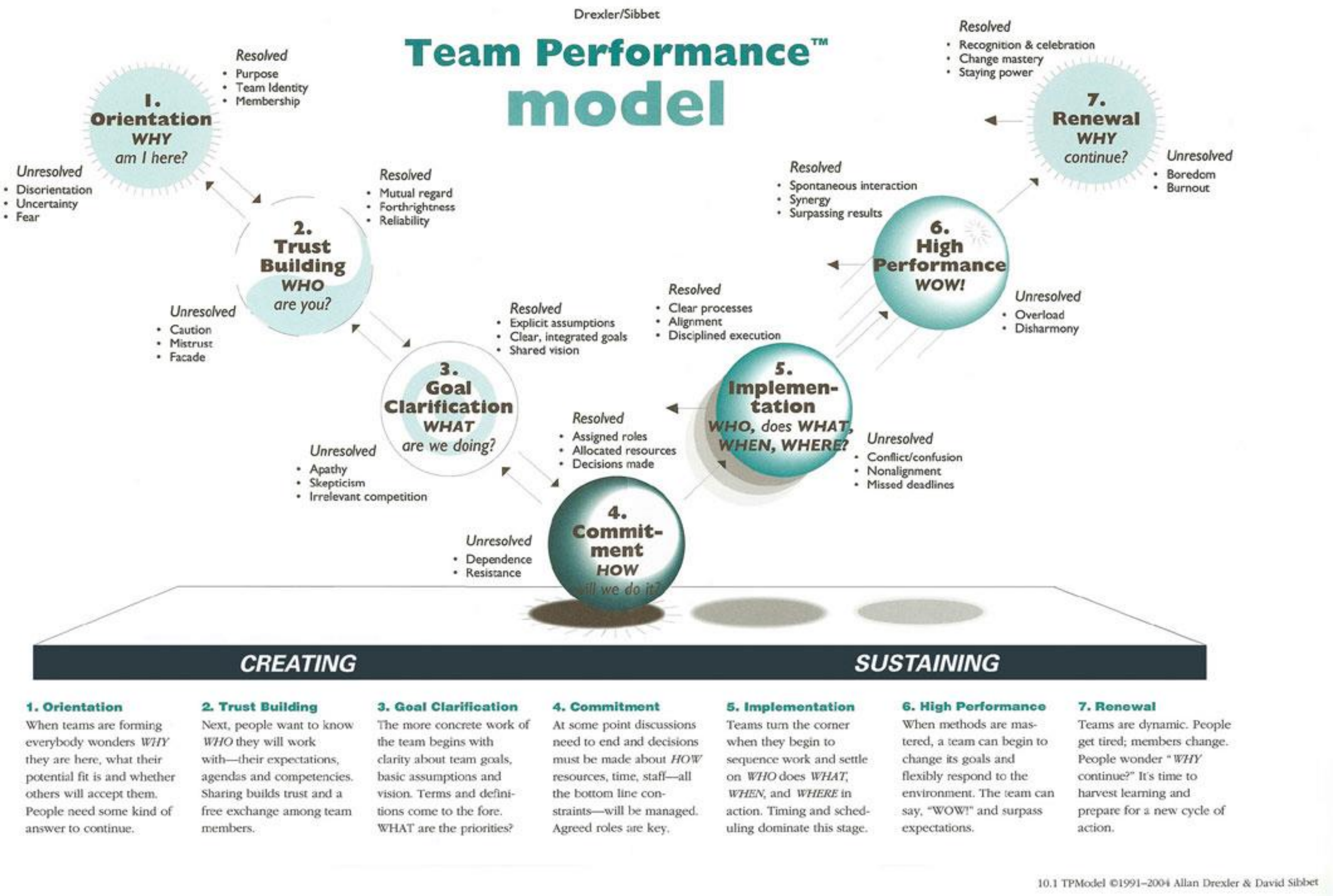
e. *Appendix 5: The Time Management Matrix by Covey (1989)*

	Urgent	**Not Urgent**
Important	**I** **ACTIVITIES:** • Crises • Pressing Problems • Deadline-driven projects	**II** **ACTIVITIES:** • Prevention • Relationship building • Recognizing the opportunities • Planning, recreation
Not Important	**III** **ACTIVITIES:** • Interruptions, some calls • Some mail, some reports • Some meetings • Proximate pressing matters • Popular activities	**IV** **ACTIVITIES:** • Trivia • Some mail • Some phone calls • Time wasters • Pleasant activities

f. Appendix 6: The IDIC Model (Peppers & Rogers 2011)



g. Appendix 7: Drexler and Sibbet (1991) Team performance Model



h. Appendix 8: Myers & Briggs Psychological preferences [8]

Thinking (T)	Feeling (F)
When I make a decision, I like to find the basic truth or principle to be applied, regardless of the specific situation involved. I like to analyze pros and cons, and then be consistent and logical in deciding. I try to be impersonal, so I won't let my personal wishes--or other people's wishes--influence me. The following statements generally apply to me: • *I enjoy technical and scientific fields where logic is important.* • *I notice inconsistencies.* • *I look for logical explanations or solutions to most everything.* • *I make decisions with my head and want to be fair.* • *I believe telling the truth is more important than being tactful.* • *Sometimes I miss or don't value the "people" part of a situation.* • *I can be seen as too task-oriented, uncaring, or indifferent.*	I believe I can make the best decisions by weighing what people care about and the points-of-view of persons involved in a situation. I am concerned with values and what is the best for the people involved. I like to do whatever will establish or maintain harmony. In my relationships, I appear caring, warm, and tactful. The following statements generally apply to me: • *I have a people or communications orientation.* • *I am concerned with harmony and nervous when it is missing.* • *I look for what is important to others and express concern for others.* • *I make decisions with my heart and want to be compassionate.* • *I believe being tactful is more important than telling the "cold" truth.* • *Sometimes I miss seeing or communicating the "hard truth" of situations.* • *I am sometimes experienced by others as too idealistic, mushy, or indirect*

[8] The Myers & Briggs foundation 2013 adapted from Looking at type: Fundamentals by *Charles R. Martin (CAPT 1997)*