The intelligent enterprise for the professional services industry

Facing disruptions and introducing innovations to provide an engaging customer experience

An industry facing disruption

Will the largest services firms of the future have far fewer employees and more freelancers, and will they deliver everything as digital services? For years, the industry was built on the "leveraged talent" model, relying on teams of top experts. Today, that model is giving way as firms automate basic tasks, develop digital knowledge-based products, and rely more on a network of non-employee workers.

Never before has technological advancement offered more innovation and transformation opportunities for this industry. Intelligent technologies allow firms to grow revenue without increasing headcount. As the world continues to turn into a virtual one, professional services firms must cope with accelerating industry trends.

Digital delivery: It has become imperative for firms to radically rethink their business models and deliver services digitally through subscription platforms in order to deliver better client and employee experiences. This approach still requires expert resources to develop and train the platform and make it scalable and available across geographies. The result of this effort is enabling firms to unlock the value of nonlinear growth.

Rise of the virtual firm: Under the pressures of the global pandemic, long-term virtual work has become a reality. Many companies are opting to make remote work permanent. On the other hand, the emerging technologies such as AI and professional services automation, together with global, virtual collaboration platforms, help firms improve productivity and increase the use of freelance or contingent resources to enable a flexible workforce.

Sustainable and responsible behavior: Through new regulations or the changed working environment mentioned above, but also due to critical environmental and climate change, individuals and companies are increasingly focused on achieving sustainability goals. Adopting sustainable practices also unveils business opportunities, whether by reducing emissions by climate action, reducing waste, or adopting socially responsible practices and digitally tracking the results.

Disruptive market entrants: We are seeing technology-driven automation lower the cost to deliver services and transform the way clients consume services. These changes have removed many barriers for new market entrants who can offer services that can now be performed more efficiently, digitally, virtually, and with full automation at a significantly lower cost.

Disrupting the rules

Customers expect services that are available anytime and anywhere and outcomes that will make their experience an outstanding one – where delivery is flawless yet simple, technology is intelligent and invisible, and privacy, security, and trust are assumed and assured. They don't want to be sold to or influenced. They want to be inspired, guided, educated, and helped; and they will remain loyal to and reward those companies that differentiate based on personalized experiences and outcomes.

Strategies for professional services companies to run as intelligent enterprises

Professional services firms are often seen as the vanguard of digital transformation for their clients. However, they are beginning to realize that no industry is immune to digital disruption. Firms are now experiencing this disruption themselves, with major trends impacting how they engage with clients, how they are structured, and who they compete against. Professional services firms must use market dynamics and execute on key strategic priorities to create and capture new business opportunities in a digital environment.

Outcome-based engagements:

The simple "time and materials" business model that proved highly profitable for professional services organizations in the past is being replaced by outcome-based models. Clients are increasingly focused on the business outcome of an engagement rather than the effort involved, and they are negotiating prices and relationships accordingly. The key lever for firms is to adopt a superior bidding process resulting in accurate proposals that will ensure predictability and repeatability of outcomes, and thus minimize delivery risks.

Talent networks:

Digitalization of talent has made new business models possible by identifying, classifying, and attracting talent on an as-needed basis outside the boundaries of a firm, and effectively integrating talent into one team based on powerful virtual learning and collaboration platforms.

Knowledge as a service:

Professional services firms are realizing that they have valuable expertise and content that can benefit their customers beyond the typical face-to-face engagement model. In the past, intellectual property was available for customers only in formal engagements and was a key point of differentiation. However, innovative service firms continue to productize their service lines, create knowledge "vaults," and monetize their institutional expertise – a model that has proven to deliver a highly resilient revenue stream in recent times.

Enabling new business models

As part of the transformation of professional services firms, their "process infrastructure" must be adapted to the emerging business models and address the full lifecycle of the new delivery models and workforce management strategies.

A management consulting firm looked to SAP to replace its existing, "antiquated" legacy ERP systems and provide new ways to radically transform and change finance and operations processes. By implementing SAP® solutions, the company was able to transform and simplify its core business processes to enable new business models, streamline operations, reduce costs, and improve efficiencies. Read the story.

From common practices to the vertical edge

In a digital world, innovation is no longer just the domain of the research and development teams. Innovation must become an integral part of each department and discipline so that they all contribute to the evolution from industry common practices to next practices, right to the "vertical edge." This enables cross-functional teams to experiment with new ways to create unique value for customers, thus generating top-line, bottom-line, and green-line improvements.

	Common practices	Next practices	Vertical edge
OUTCOME-BASED ENGAGEMENTS	• Siloed functions and processes: Bid – execution – outcomes • Highly manual, labor-intensive processes • Limited visibility into easurable outcomes to drive customer satisfaction and employee engagement	• Integrated value chain • Prioritized innovations & reused services • Embedded automation and intelligence to drive efficiency and seamless delivery • Execution planned against agreedupon business metrics	• Innovative business models • Deep insights used across the entire value chain to deliver measurable outcomes • Guided, simplified, and automated processes embedded with digitalized expertise and AI • Increasing percentage of revenue from data-intensive services • Personalized customer offerings
TALENT NETWORKS	• Sales disconnected from operations • Resources and skills availability not considered during the opportunity pursuit • Reactive and tribal resource management starting at the time of win, managed generally offline • Limited use of contingent workers and freelancers	• Optimized collaboration processes between sales and operations • Deeper visibility across internal and external resources • Resource visibility that starts with the bid or opportunity and flows into engagement execution	• Strategic visibility of the balance between demand for and supply of resources across systems and talent networks • Optimized strategic sales and operations planning based on scenario planning and simulations • Ability to intelligently identify and match best resources available • Increased access to talent networks for top expertise and the most flexible workforce
KNOWLEDGE AS A SERVICE	• High dependency on top talent to be available to win and deliver work • Revenue from services offered to customers driving linear growth and generally capped to available resources • Related services managed separately from quote to billing	• Institutionalized and digitalized knowledge and expertise • Monetized data and insights • Digital services creating nonlinear revenue streams	• Increased service innovation due to blurring industry lines • Digital platforms enabling high-value digital services and products on an anytime, anywhere basis to establish long-term customer relationships • Delivery of higher value at low or no incremental cost • Loyal customers who increase the demand for more services and products that are bundled and seamlessly delivered for the best customer experience

Reframing business models

Business model innovation will win the day in the professional services industry. The leading professional services firms use deep, actionable insights to deliver measurable outcomes, and they draw an increasing percentage of revenue from data-intensive services. Monetizing their knowledge and expertise with digital services, offered on global platforms and networks as subscriptions with flexible billing options, professional services firms can achieve nonlinear growth and tremendous differentiation.

Enabling outcome-based engagements:
intelligent bids and delivery excellence

Building competitive bids to meet the more and more sophisticated customer requirements, and at the same time ensuring that the engagement is executed successfully and profitably, is becoming an insurmountable task in today's instantaneous business environment.

Imagine a platform that underpins and connects the key processes of the value chain bid management – perfectly orchestrated execution, delivery, and outcomes – to help ensure that the results of an engagement translate into the expected customer outcomes. This platform understands your unstructured customer requirements and translates them into packages of work that you can estimate intelligently based on proven past experiences. It immediately identifies similar past bids and projects and recommends the closest fit so that you can provide your customer with a timely proposal. And it can go even further – it recommends the best mix of skills, prompts you on resource availability, and, based on previous learning, advises you on what to do or to avoid to deliver successfully. Last but not least, it intelligently captures time, effort, and expenses to help provide the confidence of flawless execution.

COMMON PRACTICE

| Partner meeting with client; request for bid | Bid team performing bottom-up planning & offline research | Multiple revisions and spreadsheet sharing | Bid handover to client | Disconnected execution, manual updates, and offline controls | Missing timesheets, deadlines, deliverables | Compromised outcomes |

← 30 days →

NEXT PRACTICE

| Partner meeting with client; request for bid | Intelligent estimating strategies leveraging historical actuals | Quick tweaking of bid | Bid handover to client | Traceable, agile execution | Intelligent, predictable delivery – time and expenses | Promised outcomes and delivered, profitably |

← 1–2 days (or hours) →

Project and service estimation · Review and approval · Bid submission · Engagement execution · Engagement progress · Engagement outcomes

Top Value Drivers

10%
Higher win rate in sales pursuits[1]

1%
Increase in resource utilization, resulting in a significant impact on overall firm profitability[1]

Improved
Customer satisfaction due to responsiveness; reduced time to propose[1]

80%
of project profitability is determined at the bid stage, and more than half of all projects do not deliver to plan.[2]

Enable outcome-based engagements

Professional services firms will be able to offer customers new approaches to pricing and delivering services based on flexible outcomes. That means delivery of services will go beyond traditional effort-based models. Outcome-based contracts provide a more sophisticated pricing model that requires clear definition of outcomes and an assessment of value creation. Outcome-based models transfer much of the project risk from the client to the service provider to enable more predictable performance for the client while allowing the service provider to execute on its proven areas of expertise. Outcome-based contracts can take many forms, from the outsourcing of an IT department to the replacement of a client's accounting function by a firm equipped to handle all related processes.

Reimagine next practices for profitable outcome-based engagements

Bid creation

Transparency throughout engagements end to end helps companies:

- Learn from previous engagements
- Identify existing bids that can be reused
- Identify opportunities with a high probability to win

Workforce

Intelligent insight into demand, skills, and interests enables:

- Predictions of demand based on the pipeline and backlog to plan accordingly

  Finding staff with the right skills, rates, and availability across internal and external resource pools

Delivery

Real-time capturing of outcomes, efforts, and expenses support:

- Prevention and early detection of risks
- Informed decisions based on reliable forecasts
- Timely and accurate billing

Bill & recognize

Automated and optimized financial operations deliver:

- Support for multiple different revenue recognition and billing models in real time without reconciliation
- A single invoice across all billing types for services, projects, and products

Drive positive impact on your business

Winning bids

- More-accurate estimates

  Efficient bid creation
- Increased win rate
- Lower cost of sales

Best people for the job

- Faster time to staff
- Increased utilization
- Increased employee satisfaction

On time, on budget

- Reduced risk
- Better spend Management
- Increased productivity
- More profitable engagements

Accurate invoices

- Increased compliance
- Reduced revenue leakage
- Reduced closing time
- Decreased days sales outstanding (DSO)

Sap solutions: enabling outcome-based engagements

Delivering outcome-based engagements profitably requires new business capabilities – provided by our professional services solutions through our intelligent enterprise approach.

Business Development and Sales

Automatic scoring and ranking of opportunities to streamline sales processes and improve pipeline predictability and revenue growth

Analysis and insights from previous projects and the ability to reuse previous bids for faster bid creation of more-accurate bids

Total Talent Management

Resource demand forecast based on the pipeline and backlog, for timely workforce alignment measures and increased utilization

Streamlined and intelligent search, sourcing, and anagement of resources across internal & external resource pools, for faster time to staff

Insight into employee sentiment, for targeted actions that lead to increased employee engagement and lower attrition

Customer Project Management

Integrated project management tools optimized to help your professional service organization deliver projects on time and within budget

Activity-based time recording on any device for timely and accurate billing and invoicing

Project-progress monitoring for ontime & on-budget delivery and completion
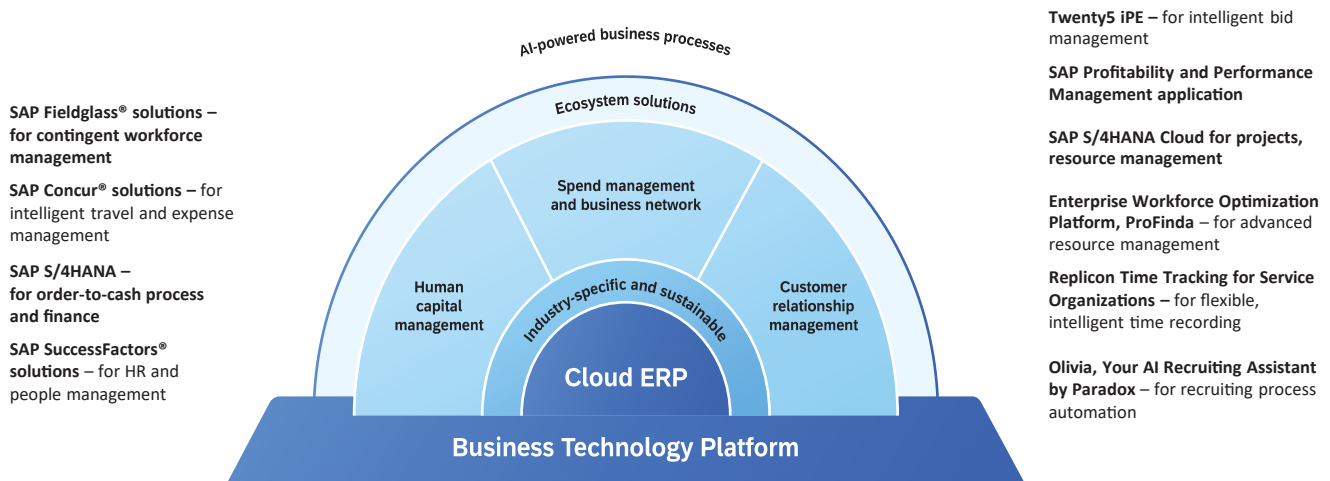
Core Finance

Highly automated project accounting, work-in-progress management, & simplified revenue recognition processing for improved project performance, timely risk mitigation, and reduced project management cost

Flexible billing process for outcomebased services to enable business model transformation

Faster, compliant financial close with less cost and effort to gain greater financial insight & control

Automated line-item matching to enhance accounts receivables

The architecture for the Intelligent Enterprise for professional services starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.

SAP Fieldglass® solutions – for contingent workforce management

SAP Concur® solutions – for intelligent travel and expense management

SAP S/4HANA – for order-to-cash process and finance

SAP SuccessFactors® solutions – for HR and people management

AI-powered business processes

Ecosystem solutions

Spend management and business network

Human capital management

Industry-specific and sustainable

Customer relationship management

Cloud ERP

Business Technology Platform

Twenty5 iPE – for intelligent bid management

SAP Profitability and Performance Management application

SAP S/4HANA Cloud for projects, resource management

Enterprise Workforce Optimization Platform, ProFinda – for advanced resource management

Replicon Time Tracking for Service Organizations – for flexible, intelligent time recording

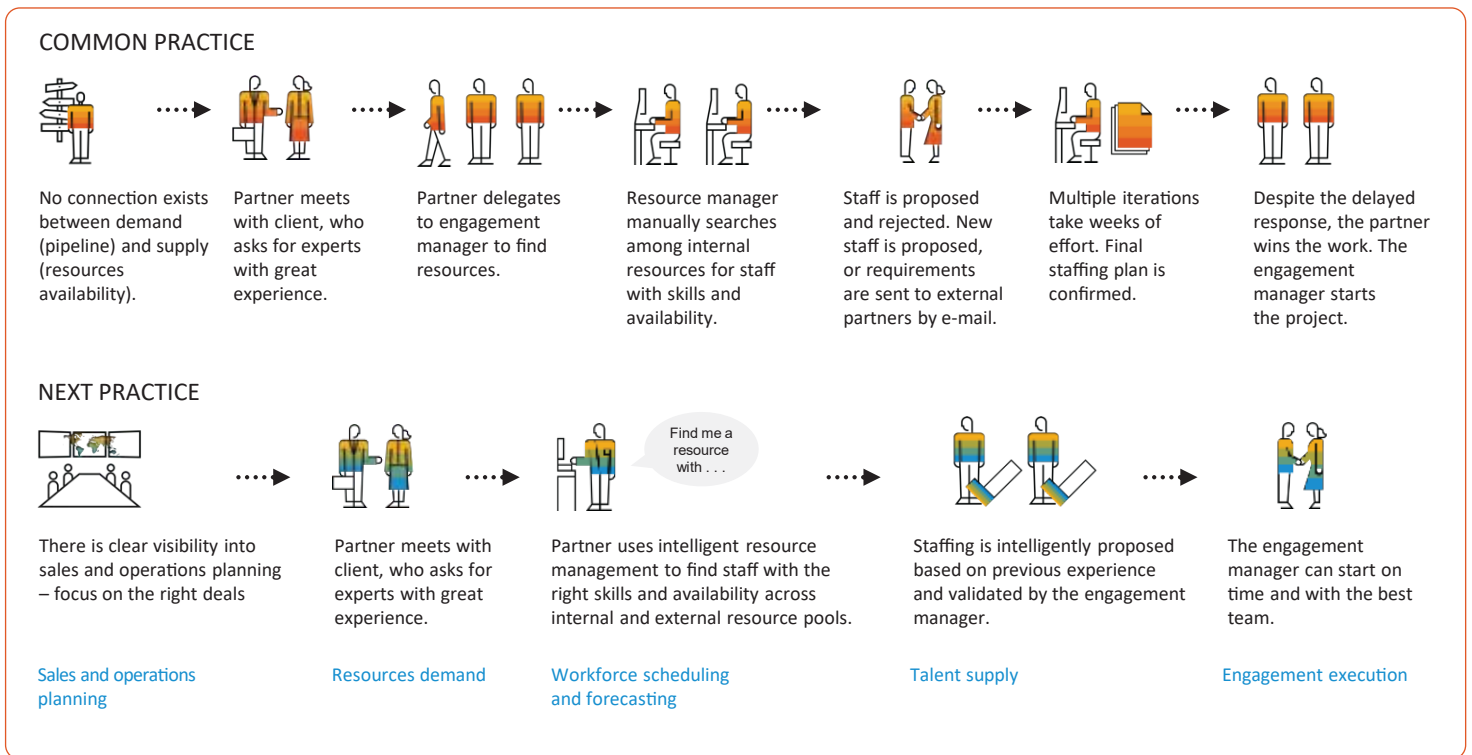**Olivia, Your AI Recruiting Assistant by Paradox –** for recruiting process automation

A Powerful Digital Core in the Cloud Supports Rapid Organic and Profitable Growth

Systems integrator adesso Group is an established provider of IT services in German speaking regions which employs over 8500 people. In recent years, management has steadily expanded the service portfolio while establishing many new subsidiaries. Rapid organic growth and a fragmented IT landscape required a cloud ERP solution for standardization and better integration between headquarters and adesso subsidiaries. By adopting SAP S/4HANA Cloud, public edition and other SAP solutions, adesso has simplified complex financial and invoicing processes. Revenue forecasting is more transparent and monthly closing is streamlined. 50000 incoming invoices are automatically processed, billing errors have been reduced from 5% to 0% since the roll out. Insights into subsidiary data are now available in real-time. Read the customer story.

Enabling talent networks: from strategic planning to Intelligent resource management

Timely engagement staffing with the right resources and visibility into the staffing pipeline has been a known challenge for the professional services industry.

Imagine a platform that supports you in delivering on your strategy and bridges between opportunities and delivery capabilities. It automatically collects the "digital exhaust" of employees and even contingent workers and builds a skills profile as they perform their daily jobs, pulling keywords and relationships from enterprise systems such as collaboration hubs, project management, and learning and career planning systems. Employees could further extend their "storefront" with additional skills, interests, and resumes. As people are staffed to projects and deliver work, this technology can learn which matches were more (or less) successful and keep on learning to improve future searches, helping resource managers find the ideal talent at the click of a button.

COMMON PRACTICE

| No connection exists between demand (pipeline) and supply (resources availability). | Partner meets with client, who asks for experts with great experience. | Partner delegates to engagement manager to find resources. | Resource manager manually searches among internal resources for staff with skills and availability. | Staff is proposed and rejected. New staff is proposed, or requirements are sent to external partners by e-mail. | Multiple iterations take weeks of effort. Final staffing plan is confirmed. | Despite the delayed response, the partner wins the work. The engagement manager starts the project. |

NEXT PRACTICE

| There is clear visibility into sales and operations planning – focus on the right deals | Partner meets with client, who asks for experts with great experience. | Partner uses intelligent resource management to find staff with the right skills and availability across internal and external resource pools. | Staffing is intelligently proposed based on previous experience and validated by the engagement manager. | The engagement manager can start on time and with the best team. |

Find me a resource with . . .

Sales and operations planning | Resources demand | Workforce scheduling and forecasting | Talent supply | Engagement execution

Top value drivers*

10%
Higher project team productivity and end-to-end process efficiency

40%
Lower worker acquisition time

17%
Lower cost per hire for organizations with recruiting self-service for managers

*Benefits are based on results from early adopters of SAP S/4HANA or are conservative outside-in estimates of the benefits of moving from a traditional ERP system to enhanced SAP S/4HANA with line-of-business and cloud capabilities. As each enterprise is at a different level of maturity, our recommendation is that you work with SAP to determine the value proposition for your enterprise.

Sap solutions: enabling talent networks

Enabling talent networks requires new business capabilities – provided by our professional services solutions through our Intelligent Enterprise approach.

Business Development and Sales

Intelligent resource demand forecast based on sales pipeline and in-flight projects

Intelligent mapping of predicted demand and supply across employees and external workers to highlight potential bottlenecks

Support for preventive action in time to be able to pull available options such as demand generation, reskilling, relocation, sourcing, recruiting, and more

Cohesive recruiting and sourcing
from a range of talent pools

Project & Managed Services Business

Informed, intelligent project staffing across employees and contract workers with transparency of skills, availability, and the like for faster time to staff

Talent visibility into workers, both permanent and contingent

Insight into utilization across the workforce for margin optimization

Compelling talent experience for on-payroll and nonpayroll talent

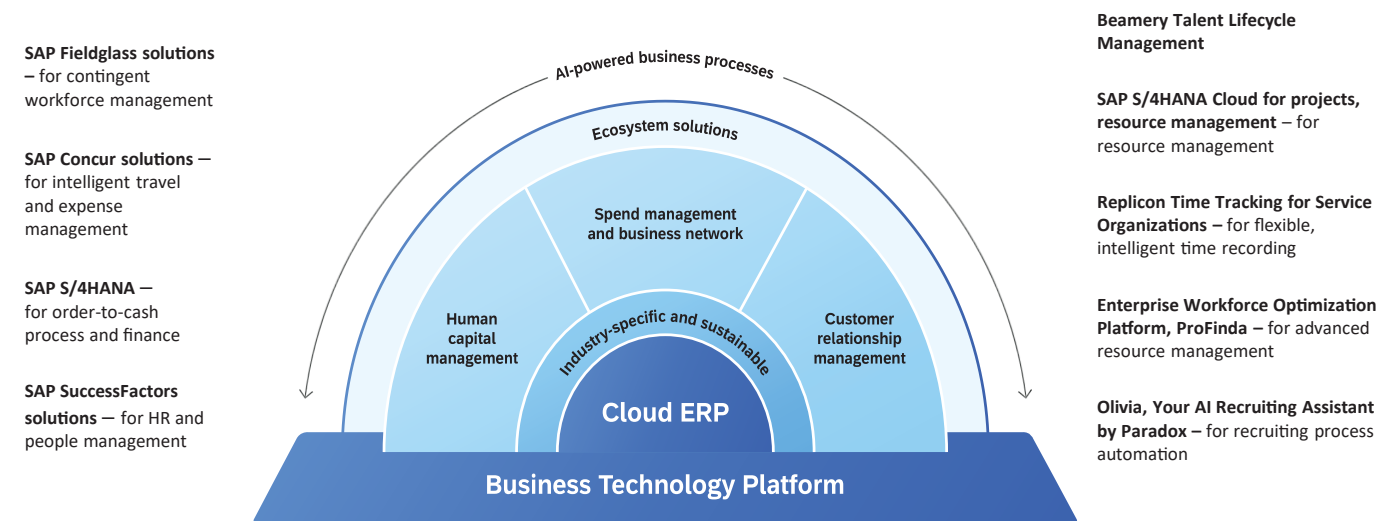Cohesive recruiting and sourcing from a range of talent pools

Insight into employee sentiment for targeted actions that lead to increased employee engagement and lower attrition

Talent Management

Flexibly apply a position profile to your recruiting activities – or, if plans change, turn it into a job requisition for an external worker and post it to your preferred supplier network.

Be able to find suitable candidates among dynamic talent pools of past applicants & candidates, previous contingent workers, and contractors, or have intelligent technologies spot them for you on job boards, LinkedIn, and other social platforms, and nurture passive candidates for when the time is right. Apply intelligent assistants to direct prospective applicants on your job site to those open postings that fit their profile best.

The architecture for the Intelligent Enterprise for professional services starts with SAP Business Technology Platform and business applications from SAP, including industry cloud solutions that support organizations with their industry-specific end-to-end processes.

SAP Fieldglass solutions – for contingent workforce management

SAP Concur solutions — for intelligent travel and expense management

SAP S/4HANA — for order-to-cash process and finance

SAP SuccessFactors solutions — for HR and people management

Beamery Talent Lifecycle Management

SAP S/4HANA Cloud for projects, resource management – for resource management

Replicon Time Tracking for Service Organizations – for flexible, intelligent time recording

Enterprise Workforce Optimization Platform, ProFinda – for advanced resource management

Olivia, Your AI Recruiting Assistant by Paradox – for recruiting process automation

AI-powered business processes

Ecosystem solutions

Spend management and business network

Human capital management

Industry-specific and sustainable

Customer relationship management

Cloud ERP

Business Technology Platform

Delivering knowledge as a service: order-to-cash platform for digital services

The emerging economies – outcome-based, shared, or gig – put immense pressure on professional services firms to adapt their end-to-end processes in real time and on the fly.

Imagine a platform that allows you to modularly, seamlessly, and instantaneously define your dynamic end-to-end processes from the quote of a simple productized service or complex business solutions across the entire value chain: pricing, delivery, revenue recognition, billing, and invoicing.

COMMON PRACTICE

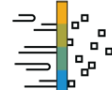|				
Time-intensive manual price-quote process is performed individually for each service, with no support for digital services.	There is no single view of all service delivery and forecast margins for combined offerings.	There is no support for subscription-, usage-, and outcome-based business models.	Different revenue recognition methods for each component are performed periodically using batch processes.	There are several invoices for one solution, with no integration of different delivery channels.

NEXT PRACTICE
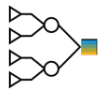
Fast, accurate, and consolidated quotes for complex solutions, including digital services offerings	Single view of all related services providing real-time visibility into revenue and margins and ability to forecast and predict outcomes	Support for subscription-, usage-, and outcome-based business models such as digital services	Real-time revenue recognition models from fixed price to subscription and usage based	Single invoice across all billing types for services, projects, and products
Configure price quote	Service delivery	Recurring digital services	Revenue recognition	Billing and invoicing

Top value drivers*

Create
New revenue streams

95%
Faster quote-to-order process when quotes are configured by a configure-price-quote solution

46%
Fewer customer complaints when real-time order, billing, and invoicing are available

*Benefits are based on results from early adopters of SAP S/4HANA or are conservative outside-in estimates of the benefits of moving from a traditional ERP system to enhanced SAP S/4HANA with line-of-business and cloud capabilities. As each enterprise is at a different level of maturity, our recommendation is that you work with SAP to determine the value proposition for your enterprise.

Drive nonlinear growth with digital services

Professional services firms will drive new revenue streams through innovative and new digital services that are instantly available, accessible, and affordable on an agile digital platform.

Firms are transforming their client-facing business to provide offers for the digital age. Firms are supplying relevant digital services – for example, providing tax or legal advice by using intelligent natural-language processing. Technologies and platforms are allowing firms to scale up or down quickly, blurring the boundaries of firms and challenging traditional service lifecycle patterns.

Reimagine next practices for digital services

Volume sales

Productized services and volume-ready sales processes require:

- Bundling and configuration for standardization yet flexibility

- No- or low-touch, self-service omnichannel sales for scalability

- Thorough customer experience management for customer intimacy and loyalty

- Single quote & order across service bundles

Orchestrated delivery

Efficient, coordinated, and scalable delivery demands:

- Real-time visibility into revenue and margins and commitments such as service-level agreements (SLAs) based on a single view of all related services

- Transparency of customer entitlements

Bill and recognize

Compliant and accurate billing and accounting require

- Support for traditional as well as subscription, usage, and outcomebased billing models

- Single invoice across all billing types for se vices, projects, and products

- Automated, intelligent incoming cash matching

Drive positive impact on your business

Nonlinear revenue

- Increased reach and scale for rapid revenue growth

- Lower cost of sales through lowtouch processes

- High customer experience and loyalty

Visibility and agility

- Better SLA adherence

- Better spend management

- Increased productivity

- More profitable services

- Higher consistency across processes

Accurate invoices

- Increased compliance

- Reduced revenue leakage

- Reduced closing time

- Decreased number of disputes and DSO

Sap solutions: digital services

Delivering digital services at scale requires new business capabilities – provided by our professional services solutions through our Intelligent Enterprise approach.

Business development & sales

Omnichannel commerce capabilities to engage and transact with today's customers across all channels and touch points

Service bundling and subscription-based business enablement to create new revenue streams and maximize profits

Guided configure-price-quote process to buildproposals in seconds, accelerate your sales cycles, and win more deals

Flexible pricing model definition to stay ahead of the competition by bringing attractive offers to customers faster

Digital services delivery

Combination of products and services in one order to support business transformations from products to higher-margin services and solutions

Management of service agreements in an integrated repository to provide a holistic view of customer entitlements

Automatic categorization, assignment, and answering of service tickets from various channels for improved SLA compliance & reduced cost of service and support

Insight into each customer's sentiment, past feedback, and transactions to increase the employees' ability to respond to customers' needs when interacting with them and drive customer satisfaction & contract renewals

Core finance

Automated processing of subscription, onetime, and usage-based scenarios to enable digital service business models

Automated intercompany billing for reduced revenue leakage

Flexible billing process for outcome-based services to enable business model transformation

Faster, compliant financial close with less cost and effort to gain greater financial insight and control

Automated line item matching to enhance accounts receivable

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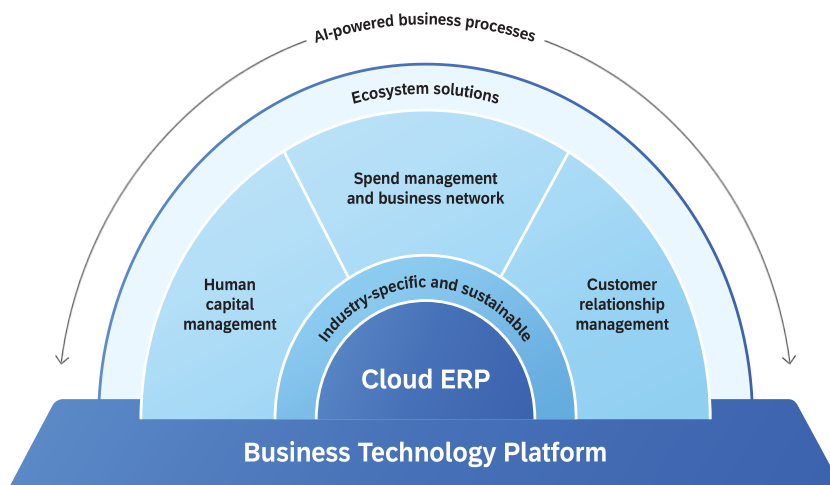

SAP Ariba solutions – for efficient source-to-pay process

SAP S/4HANA – for engagement order-to-cash and finance processes

SAP Commerce Cloud solution – for smooth, omnichannel commerce experiences

SAP CPQ solution – for advanced service configuration

SAP employee experience management solutions by Qualtrics

SAP Entitlement Management solution – for simplified and automated processes of entitlements for intelligent business models

SAP Subscription Billing solution — for the setup and application of subscription-based pricing plans

SAP Advanced Solution Bundling solution — for configurable solutions

Icertis Contract Intelligence for SAP Ariba solutions

Twenty5 iPE – for intelligent bid management

SAP S/4HANA Cloud for projects, resource management – for resource management

AI-powered business processes

Ecosystem solutions

Spend management and business network

Human capital management

Industry-specific and sustainable

Customer relationship management

Cloud ERP

Business Technology Platform

New, fully integrated e-commerce platform for a better digital experience

Kodak has long been a household name. The Eastman Kodak company remains a company of innovation, focusing on commercial printing and advanced materials and chemicals. Faced with increasing demands and expectations from its B2B customers, Kodak knew it needed to improve its digital experiences. One of the first things it is transforming is e-commerce.
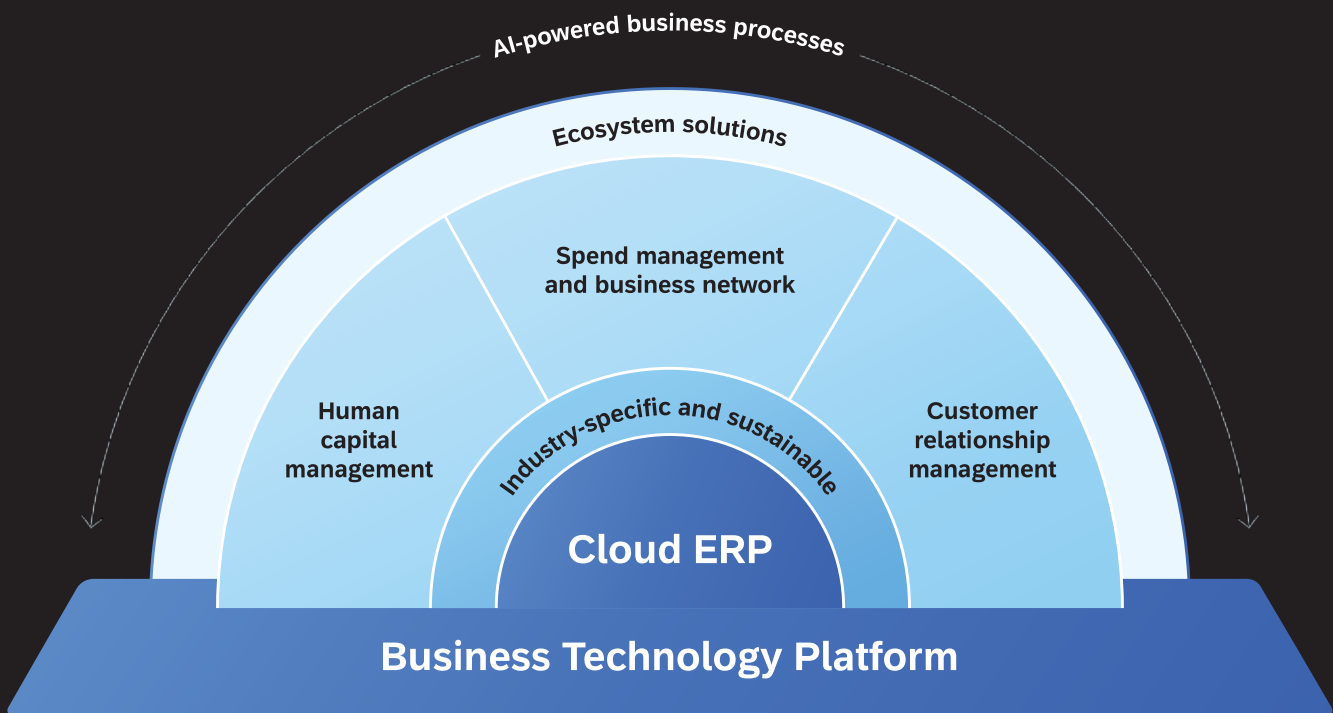
"We have to do business the way our customers want to do business – not the way we want them to. SAP solutions help us live up to the modern customer's expectations of an innovative name like Kodak."

Jim Continenza, CEO, Eastman Kodak Company

SAP's Industry Cloud: A Joint Innovation Space

We enable our customers to become intelligent, sustainable enterprises by bringing together our comprehensive portfolio of solutions and technology in service to customers' business process needs.

- It starts with our platform technology that provides the foundation of application ntegration, extension to a robust ecosystem of solutions, and data and AI.

- Then our industry-leading business applications work together spanning front-end and back-end systems that only SAP can provide.

- This all comes together to provide the customer with support for the end-to-end, industry-specific business processes they need to run as an intelligent, sustainable enterprise.

AI-powered business processes

Ecosystem solutions

Spend management
and business network

Human
capital
management

Industry-specific and sustainable

Customer
relationship
management

Cloud ERP

Business Technology Platform

Industry Innovation Spaces

Stand-alone applications struggle to deliver relevant business value. Enterprise applications always need access to essential business domains such as products, assets, factories, cost centers, employees, and customers. SAP's industry cloud provides direct access to business domains and processes in the intelligent suite through APIs. At the same time, our business and technology services provide the tools and infrastructure to create and run innovative industry cloud solutions.

Intelligent Technology at Your Fingertips

Business innovation needs digital technologies that are ready to use to solve a business problem.

SAP's industry cloud solutions, built on SAP Business Technology Platform, provide a full set of technologies ranging from user interfaces to robotic process automation to artificial intelligence and machine learning. All can be used readily in new solutions.

Open innovation platform and ecosystem

SAP's industry cloud is the way for our partners and SAP to deliver industry cloud solutions for customers that unlock new levels of efficiency, extend end-to-end business processes at the edge, and enable innovative business models.

SAP partners find a unique environment in our industry cloud in which the data domains and business processes of the intelligent suite and our business networks are readily accessible through open APIs. This allows our partners to accelerate innovation by focusing on the differentiating business capabilities they want to build and deliver to our joint customers.

This enables a spectrum of partnership and innovation models ranging from close co-innovation over identified white spaces to completely open innovation spaces with free competition to drive customer value.

The innovation models are complemented by a set of commercialization models that are strongly correlated to the value the solutions deliver to the business of our customers.

Freedom of choice is a key value, so customers can choose any partner or hyperscaler to deploy their industry cloud solutions.

Open Ecosystems Deliver More Innovation
Open platforms, available to the wider ecosystem, have consistently delivered more innovation and choice for customers. Therefore, our industry cloud solutions can be run by the major infrastructure-as-a-service providers, giving our customers the freedom to implement their own individual platform strategy.

Rise with sap: driving business innovation together

Every enterprise needs to develop new business models to avoid being disrupted, gain efficiencies to fund innovation, and transform mission-critical systems without business risk. RISE with SAP is the solution.

RISE with SAP is a comprehensive solution with:

Cloud ERP for every business need	Industry next practices and extensibility	Analytics and business process intelligence	Outcome-driven services from SAP and partners

Discover the value of RISE with SAP

Take the lead with industry innovation for topline, bottom-line, and green-line growth

Grow revenue by creating differentiating business models in your industry

Increase margin with built-in industry-specific processes and best practices

Unlock new efficiency with intelligent automation across mission-critical processes

Manage sustainability with company-wide transparency and controls

Never stop improving with continuous insight to optimize business processes

Prioritize optimization opportunities with instant analysis of processes, activities, and tasks

Sharpen process performance based on actual system usage, best practices, and industry benchmarking

Accelerate your progress with tailored insight on where to automate business processes with AI

Secure your business with a trusted partner for your needs, every step of the way

Run your mission-critical operations at their best around the globe

Reach the cloud without compromise with solutions for every business and every regulatory requirement

Take charge of change using a versatile platform to speed innovation

Own your tomorrow with a guided journey & outcome -driven practices from SAP & our partners

RISE with SAP is built to fit your needs

RISE with SAP is designed to support your business needs – for your industry, in your geography, for your regulatory requirements – with SAP responsible for the holistic service-level agreement, cloud operations, and technical support. It includes:

Cloud ERP	Business process intelligence	Business platform and analytics	Business networks	Outcome-driven services and tools
SAP S/4HANA Cloud	Business process intelligence starter pack	SAP Business Technology Platform (CPEA credits)	SAP Business Network starter pack	From partners

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