



SAP MASTERS[®]

MSc Professional Practice in Leading Sales Transformation



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The first opportunity for organisations to offer **academic recognition** to their salespeople for their experience and expertise within the **workplace**.

Awarded by Middlesex University.

Contents

01	A Vision for Transformation <i>SAP Masters Overview</i>	04
02	Transform through Innovation <i>An Enlightened Community</i>	05
03	Transformation Sales Managers <i>Becoming Future Leaders</i>	06
04	Introducing the SAP Masters <i>Course Overview</i>	07
05	An Engine for Transformation <i>How Content Gets Deployed</i>	09
06	Academic Recognition <i>Your Professional Qualification</i>	11
07	SAP Masters <i>The Benefits for You and SAP</i>	12
08	Message from the Students <i>Testimonies</i>	13
09	About Consalia	14
10	SAP Alumni Community	15
11	Join the Eco-System <i>Beyond the Masters</i>	16

A Vision for Transformation



Sales Transformation

There is no doubt that within the context of the world in which we operate here at SAP, transformation is the norm. How we respond to the market forces affecting our business will determine our future success.

We recognise the crucial role that sales managers play in helping us transform the way we execute our strategies through the sales force. We want to provide space for those

in our sales organisation who have both the appetite and mental agility to reflect deeply on their role. But what is the point of reflection unless some sort of transformative process takes part and what are the risks if transformation is not underpinned by grounded theory?

Well, sometimes we are lucky in that we come up with some sort of revolutionary new idea - an epiphany - a falling apple moment where we suddenly discover 'gravity'. If only creativity were that simple.

A study of Darwin 's diaries show he had well-defined theories of natural selection years before they were finally committed to paper.

Edison and his team worked on at least three thousand different theories to develop an effective incandescent lamp.

Innovation requires space and a mental mindset. Through innovation, transformation happens. So, we are very happy to offer a certain number of candidates at SAP the chance to participate in a Master's programme in Leading Sales Transformation.

We have designed this programme in consultation with Consalia to minimize time off work by leveraging the existing curriculum of learning that exists at SAP. Brilliant dissertations of past 'students' of this type of programme, have demonstrated how transformational ideas emerge.

Whether it's a new insight into compliance, creating contracts around innovation in large deals, governance, and sales process, customer satisfaction or any of the 'light bulb' topics - the space for innovation in sales is limitless. The place for innovation is in the workplace.

This programme will teach you how to 'think', from which transformational ideas will emerge; ideas designed to improve sales performance. This is the goal of the SAP Masters.

We hope you enjoy the brochure, which outlines how the programme works and most importantly, the benefits it will bring to those that participate.

Transform through Innovation

So far over 100 sales managers and sales leaders are currently attending or have been on the SAP Masters programme.

Students have different roles / functions and cross many parts of SAP's business: general business, inside sales, line of business sales, industry sales and global accounts. They also come from pre-sales and services and cover both on premise and cloud sales functions.

Participating students are from Argentina, USA, UK, France, Benelux, Scandinavia, Spain, Singapore, South Africa, MENA, Switzerland, Ireland, Japan, China, Korea and Thailand.

Each student submits seven work based research projects over the period of the Masters. 100 'students' would produce 700 student research papers – all designed to come up with new insights on how they can improve their work practices.

The Masters provides space to reflect and the stimulation of working with high potential sales managers and leaders that cross every function and geography of the company – a hugely fertile ground for innovation and peer networking.

The programmatic nature of the Masters makes such innovation more sustainable as students are assessed on the transformational aspects of sales leadership as they practice it in the field.

An Enlightened Community

What is being created as a consequence is a community of thought leaders within SAP who are experts in transformation.

This is achieved through participants having a deep understanding of the mindsets that underpin transformational change and frameworks and tools that can be applied to transformation projects company-wide. The value of the programme therefore extends well beyond the innovation of individual assignments.

The diffusion of this innovation has great organisational potential and is something that the RLT can leverage strongly.





Transform Sales Managers

Top performing salespeople are often promoted to sales management positions, yet the role of sales management is very different from sales.

The transition from sales into sales management is tough. Sales managers need to learn how to produce results through others, how to translate the strategic sales goals of the SAP into commercial sales strategies for their team. They have to balance the conflicting objectives of developing their resources to meet the longer-term, strategic objectives of SAP, with the short-term pressure to meet quarter by quarter performance targets. This is a fine balancing act, not helped by the relentless pressure imposed on sales managers to constantly provide information and sales data for reporting purposes.

Often managers fall into default and do what they know they are good at – closing deals. Whilst in the short term this may help reach goals, in the long term it can lead to de-motivated teams and burn out.

We know that few 'curricula' provide a pathway for sales management that allows real insight into leading transformative sales teams and as a result become future sales leaders of the company. The SAP Masters programme does both. It provides content that addresses the key attributes of great sales managers, as well as the key attributes required to be great thought leaders and to develop deeper levels of performance through structured reflective practice.

The 'pillars' (as seen on pg.7 and pg.8) reflect the key attributes required of great sales leaders and include: developing deeper levels of reflective thinking techniques; leadership skills; managing the business of selling; supporting the sale.

Mastery for Leading Sales Transformation

The transition to a sales leadership position can be challenging. Training can help, although this may help achieve short term objectives, the long term effects to the team can be detrimental. It is therefore critical for leaders to learn how to produce results effectively through others. This begins with mastering one's own practice.



01

Thinking Innovatively about Sales Leadership

MANAGING YOURSELF

MODULE 1

'Thinking Innovatively about Sales Leadership' focuses on embedding a deep understanding of what constitutes 'best-practice' behaviour for sales leaders. Students are introduced to the principles of reflective and action-based inquiry, allowing space for thought mastery and further setting the tone for future learning activity.

02

Cracking the Code: Managing the Business of Selling

MANAGING THE BUSINESS

MODULE 2

'Managing the Business of Selling' equips students to develop their own management system to balance innovation and execution and achieve predictable growth. It focuses on enabling students to drive effective account / territory plans; achieve targets with linearity and predictability; manage pipeline and forecast; manage disciplined sales execution.

03

Coaching for Sales Transformation

COACHING SUCCESS

MODULE 3

'Coaching for Sales Transformation' reinforces the role of the sales leader. It builds students' understanding of the role, practice and importance of effective coaching in driving results through others. It develops individuals' capabilities around core elements of coaching excellence within their teams. Having attained the required academic credits for a PG Cert, students may elect to continue their learning journey.

Progressing to Masters Level

MASTERS (MSc) QUALIFICATION

Top performing sales people are at the height of a professional sales career, the opportunity to develop deeper insights into their professional practice, and to de-codify and calibrate what works most effectively. These insights will help to improve their professional performance. The MSc Sales Transformation programme is aimed at equipping sales people with enhanced skills to transform their sales performance.

04

Leading Collaborative Change

WINNING TOGETHER

MODULE 4

'Leading Collaborative Change' focuses on understanding collaboration and transformational change for more matured leadership. This draws upon aspects of proactive stakeholder management; building the team and setting direction; modelling leadership behaviours; developing the team and coaching.

05

Planning your Professional Development

DEVELOPING YOURSELF

MODULE 5

'Planning your Professional Development' seeks consolidation of the learning, as a means of deeply engraining the mindsets and practice of students' transformed selves. It further forces students to reflect on their journey as guidance for their future pathway and development.

06

Advanced Practitioner / Final Work-Based Project

07

CAPTURE TRANSFORMATION

MODULE 6/7

The 'Advanced Practitioner' and 'Final Work-Based Project' focus on developing and implementing research and inquiry methodologies for a final dissertation.

LOGISTICS & FEES

Delivery of each module is run face-to-face in locations across the UK & Ireland.

Virtual 'touch-points' are incorporated throughout each module to aid and support participants to pragmatically apply and embed the learnings from the programme.

PAYMENT SCHEDULE

Payment of fees for the programme is to be made in three instalments with the first due one month prior to programme start.

	Year 1	Year 2	Year 3
Masters (MSc)	€10K	€10K	€9.5K

An Engine for Transformation

The first 5 Modules of the Masters (as seen on pg.7 and pg.8) are structured around the 5 key disciplines required to become a Master at leading sales transformation. The final dissertation can be on topic of the students choosing – it can be also influenced on a topic that you the sponsor really want the student to research. Students are encouraged to align their final research with a transformation project that is critical to the business.

The programme director of Consalia and the programme manager from SAP will therefore contact the sponsors of the students as they progress from year one of the programme to year two. They will provide details of what the students have accomplished so far and advise on how they might engage with the students, as they approach the final important project.

This is an opportunity for the business to ensure student projects are relevant and also an opportunity for you to help the students with the resources they require to carry out a successful final assignment.

So, what are the financial impacts of the Masters so far? Already we are seeing some significant results.

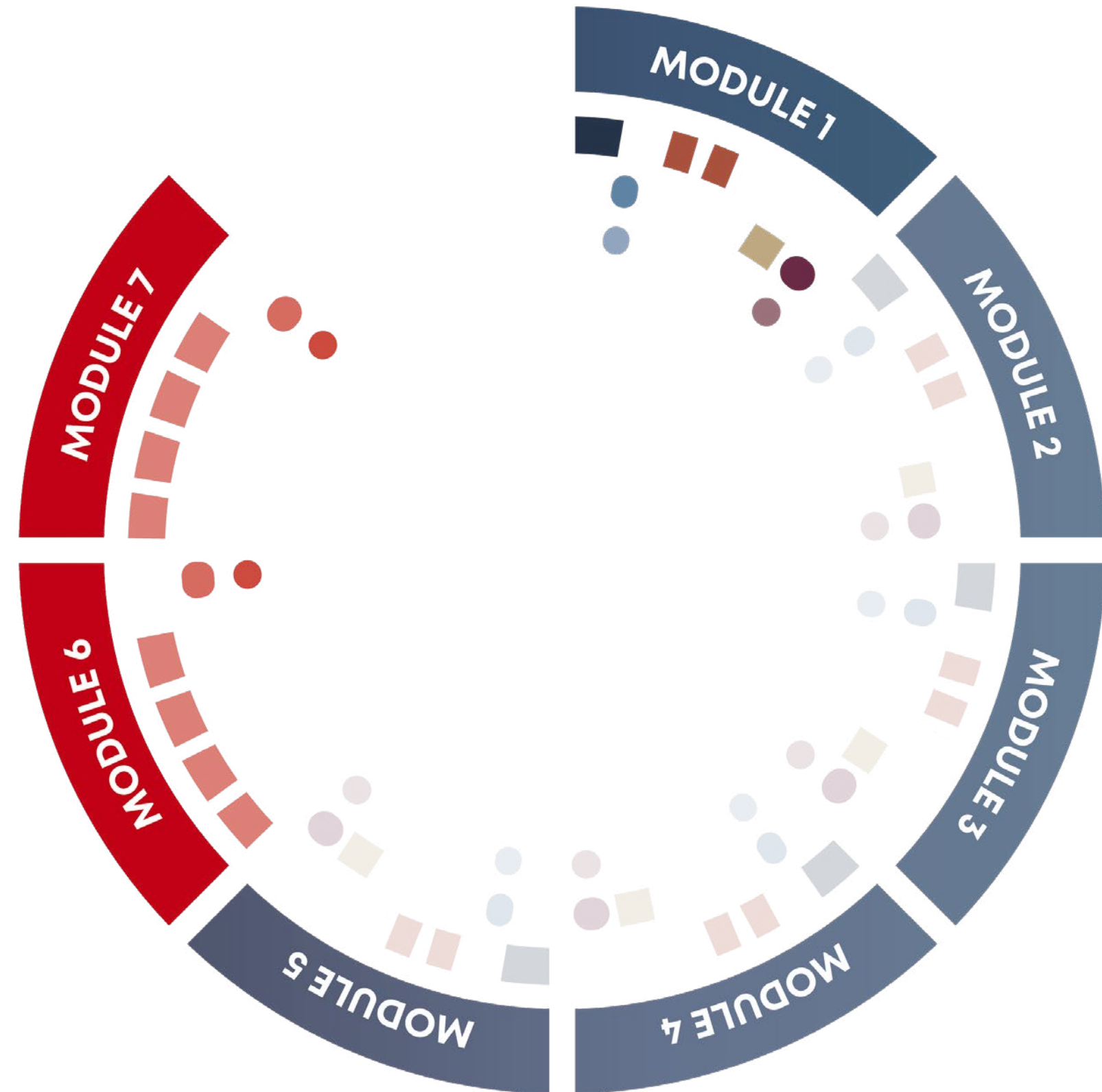
Some Financials' Highlights:

- **€800k deal agreed contributing to a years increase of some €20m in incremental pipeline.**
- **139% attainment of demand generation in Q1 (UK&I) – 1st team to hit 24 hour turnaround KPI on marketing leads.**
- **9 out of 11 team members hitting quota and 5 reaching the 140% winners circle.**
- **€1.5m in indirect revenue and customer focus with Omega Pharma has led to overall investment of €1m.**
- **Tactful audacity used as a coaching tool every step of the way during the sales cycle – this client uses all our competitors' software – deal closed €1m.**

The Masters Life Cycle

This diagram illustrates the programme structure and touch points

- Workshop Delivery
- Project Proposal
- Proposal Feedback
- Action Learning Sets
- Presentation
- Project Submission
- Project Feedback
- Midx Workshop Delivery
- Midx Project Proposal
- Midx Proposal Submission



Academic Recognition

Academic awards are based on evidence of applied learning. The emphasis is therefore on output of learning rather than input.

Evidence is submitted in the form of work based written assignments; these vary in length for each of the different modules.

The Consalia designed Masters' programmes require no form of undergraduate degree, however the highest levels of academic rigour are retained as the assignments are assessed according to the Middlesex framework for Work-Based Learning for Post-Graduate Masters.

The first 90 credits, covered over five module assignments, are assessed by qualified assessors from Consalia and moderated by Middlesex University. The second 90 credits involve participants completing a Middlesex University module on research techniques followed by a final dissertation. The academic award is made by Middlesex University.

Upon graduation, students will receive their MSc Professional Practice in Leading Sales Transformation, from Middlesex University.

Work-Based Learning

Middlesex University's National Institute of Work Based Learning (WBL) pioneered WBL, "learning that provides a flexible learning experience that is delivered through work, in work, for work".

Their approach to accrediting learning in the workplace has won awards including the Queens Anniversary Award for integrating formal education in the workplace.

They are a Centre of Excellence for WBL which is why Consalia has selected Middlesex University as its global partner.



The SAP Masters

For Sales Managers

- A professional qualification that recognises your contribution in leading sales transformation.
- An opportunity to demonstrate your thought leadership on a range of issues & disciplines related to sales management.
- Reflective practice will accelerate/enhance your ability to create business value through increased sales performance.
- Network with other high performing sales managers and business leaders through the programme and alumni network.
- As a result of the above, enhance future career.

For SAP

- Create a world class Sales Management team.
- Incubate transformative practices in sales.
- Leverage students' projects to address SAP organisational and execution issues.
- Optimise sales force productivity.
- Enhance collaboration and innovation.
- Grow thought leaders in sales performance.
- Retain talent.
- Improve succession planning.



Message from the Students

“It’s an **honour** to work closely with so many **talented colleagues** from all over the world.”

 **Terry Xia – APJ**

The impact at the organisational level I think is **very relevant**. The business; our technologies – are transforming in response to the market, so the timing of this degree is perfect. By aligning our teams to deal with transformation, we are redefining how we add value to customers. **The course is providing on-the-job enablement** for my team and so is very relevant.”

 **Jose-Maria Aramburu – APJ**

“**The Masters has enabled me** to execute a rapidly evolving strategy in one of the innovation areas of SAP by **leading people to affect strategic change.**”

 **Steve van Wyk – EMEA**

“I think it has challenged all of us in the way we think, the way we approach our work, the way we work with teams so I think **everyone has taken a vast amount out of it.**”

 **Jonathan Russel – EMEA**

“The SAP Masters provides our sales managers the **space to reflect** on their practices and investigate new ways of leading their teams and fostering innovation. We **designed the SAP Masters to support SAP transformation** towards becoming the Cloud company powered by HANA.”

 **Axel Ferreyrolles - SAP Masters Programme Creator**

“SAP Masters **helped me to become a better leader** which led to a positive impact on business. The course allowed a closer introspection of ourselves and our teams which is crucial to any transformation. We got introduced to business concepts and tools which were pragmatic to use in our daily professional lives. **It is a must-have course for every SAP first line manager** who is leading a revenue generating team.”

 **Manal Siddiqui – Head of Premium Engagements, Middle East North**

“Due to my participation in the Master’s program, I now have a much deeper understanding of the mindset, frameworks and tools to reach my potential. I continue to **reach new levels of effectiveness** and have transformed into a more effective leader.”

 **Dante Ricci – Global Public Sector and Smart Cities Marketing lead**

“SAP Masters is different than most degree programs in that you immediately put your learning into practice in your daily work. Imagine **learning new leadership theories together** with a talented cohort of your SAP colleagues, putting the theories in practice in a project in your current role and then taking the time to reflect and summarize your learnings. This is truly an impactful way to try out and internalize new leadership theories. **You’ll grow as a person and a leader.**”

 **Matt Horenkamp – VP Innovation Factory**

“Unlike other training programs, it is **interwoven with my day-to-day** activities and has had a positive impact on my **effectiveness almost from day one.**”

 **Harry Farrell – EMEA**

“This program allowed me to expand my practices as a leader which allowed me to foster more performance and well-being of my team. I think that the course is **crucial to support SAP transformation journey** as this transformation need a new leadership approach. The **pragmatic approach** of this course, focused on our day to day job as a research playground, allow any participants to have an very fast positive impact his team and market unit.”

 **Nicolas Biltgen Head of License Management France**

“**The SAP Masters in Sales Transformation has done exactly that, transformed how I and subsequently my teams approach selling to our existing client base.** Thanks to the new practices we achieved our highest ever upsell with existing clients in 2018 with a magical 100% client retention. For me personally the learnings around emotional intelligence were priceless, and the key to effectively implementing the transformation. While juggling family, a full time job and the Masters program is challenging the benefits, both professional and personal are very much worth it. “

 **Phil Wooster – Director, Business/ Partner Development & Account Manager, Concur**

CONSALIA

SALES BUSINESS SCHOOL



Consalia's Sales Business School is the first of its kind, having pioneered Work-Based Learning Masters programmes in 2006.

Today we have teamed up with a number of education partners to offer accredited courses for professional sales development. Through our portfolio of accredited, validated and jointly validated programmes, we are capitalising on a market hungry for parity of professionalism.

We work with some of the world's foremost organisations on their sales management and leadership capabilities in order to create transformational thinking, innovation and competitive edge. Through the pursuit of "best" for our customers and from our customers' customer perspectives, we have achieved £4.2 bn in validated client sales performance improvement.

Partnering with Middlesex University, Consalia are positioned as the world leader in transformational sales education programmes to a Masters degree standard. We are setting the new standard for sales professionalism and with a community of leading edge practitioners.

We have a trusted network of partner associates who fall under the brand of The Consalia Global Alliance, the underpinning unity and strength of which is down to long-standing relationships. Combined with a worldwide network, of over 450 consultants and associates located throughout 30 countries and covering 26 languages, we deliver consistently high levels of training with local relevance.

Consalia is a founding shareholder of 'The International Journal of Sales Transformation'. CEO, Dr Philip Squire is a Trustee of the Institute of Sales Professionals (ISP).

Belong to the SAP Masters Alumni Community

The SAP Masters Alumni Community is a network of sales leaders from around the world. The community grants access to like-minded individuals who share a passion for learning, reflection and sales transformation. Together the community can support SAP by sharing new innovative ideas, inspiring new ways of working and through participation share knowledge between one another.

Launched recently in 2021, this is an exciting time to be part of the community.

The community has already discussed themes such as

- **A vision for the next generation Chief Operating Officer**
- **Supporting the need for transformational leaders**

As well as hearing from the experiences of students and Alumni. It's a great way to stay connected beyond the Masters and support your careers in SAP.

We hope you join and pass it on...



Join the Eco-System

We want to continually support our students by offering both professional development pathways as well as platforms for sharing knowledge to wider audiences (the greater – we). Consalia offers several incentives that you may be interested in:



The International Journal of Sales Transformation

The International Journal of Sales Transformation is the global journal for the promotion of sales excellence among global corporates and expansion-phase companies. Their subscribers are sales leaders, CEO's, sales performance specialists and academics with an interest in sales strategy, talent, and execution. Focussing on complex sales and transactional selling at scale, their content is a mix of quality journalism, insightful opinion and research by current sales leaders and academics.

Throughout the Masters programme, students may be invited to submit their work to be included within the Journal.

The Sales Transformation Podcast and Mastercast

Consalia's mission is to help make sales the worlds' most sought-after profession – a bold statement but certainly achievable.

To do this, we want to revolutionise the way the sales profession is perceived, from sales executives to senior sales leaders around the world, our mission is to improve the performance of sales professionals, not only by focusing on skill sets required to be successful at Sales but starting first with changing the mindset of the individual for a truly transformative experience.

As part of this mission, we are providing a private podcast which will be exclusive to Consalia Alumni called 'The MasterCast.' This will be part of our overall Podcast channel called 'The Sales Transformation Podcast.'

Our aim with 'The Mastercast' is to educate sales professionals with insights that can move the sales profession onwards, inspiring other research for the benefit of the sector, which can help create new standards of professional practice.



We would like to know if you would be interested in taking part in an interview where we host a 60-minute informal conversation via Zoom or Teams, exploring your final project in more detail.

If this sounds like something you would be interested in, get in touch by emailing eguevarra@consalia.com

Finding Your Written Voice

The primary aim of the course is to produce a piece of writing for academic and/ or commercial publication. This writing could be in the form of an article for a journal in fields such as coaching, business or sales. There will also be the opportunity to explore how to write a proposal for a monograph or book in your chosen field. **The course is rooted in education, not training and, as such, will engage with critical thinking and reflective analysis.**

Coaching For Sales Transformation

The Coaching for Sales Transformation programme is accredited by the Institute of Leadership and Management and is designed to provide your sales managers with the coaching tools and frameworks to become effective and competent coaches.

Having already accomplished 12 hours of coaching experience during the module: Coaching for Sales Transformation, our alumni can accelerate their learning towards the ILM Level 5 Effective Coaching & Mentoring.

Timescale: 4 -8 months

For further details contact: wsquire@consalia.com

SAP **MASTERS**