The Art of Being Connected

SAP Labs Network - January, 2016
Dr. Clemens Daeschle, COO SAP Labs Network
Beautiful Software

- 250,000+ customers
- 98% of the most valued brands

- €14.8bn+ SSRS Rev.
- 25+ industries

- 70,000+ employees
- 120 nationalities

developing & innovating beautiful software in R&D and technical support locations

An SAP Labs is a strategic R&D or technical support entity
SAP’s 16 Labs - Focus on Talent & Employer Branding

4 HUBS (*)

- Labs DE “Walldorf”
- Labs China
- Labs US
- Labs India

Drive SAP’s product strategy
Responsible for SAP core solutions
Key leaders on-site

For China & India:
Product localization & country-centric development
Execute on global projects at reasonable costs

(*) Size of a HUB > ~ 2000 HC

12 Focus Labs

Market focused:
- Labs Lat. Am.
- Labs CIS

Application focused:
- Labs Canada
- Labs in France
- Labs in Germany
- Labs Ireland
- Labs Hungary

Technology focused:
- Labs Israel
- Labs Bulgaria
- Labs Vietnam

Clear focus topics (leaders on-site)

Product localization & customer/country-centric development
Drive SAP’s solution strategy and development
Drive SAP’s technology strategy and development
An **SAP Labs** is a strategic R&D or technical support entity with a minimum size of ~250 HC (*) - classified as either a Global HUB or a Focus Lab.

An **SAP Labs** has a clear mission and is a major basic source of contribution to SAP core products.

An **SAP Labs** embraces SAP’s culture of global diversity and innovation and is a unique combination of Talents / Eco-System / Costs / Market.

An **SAP Labs** is managed by a Managing Director.

An **SAP Labs**, as a member of SLN, shares best practices to fulfill highest standards & has highest impact on revenue, customer satisfaction & employer branding.

(*) Exception for Vietnam
SAP’s 16 Labs with 18 Main Locations Worldwide

- **Labs Canada**
  Main Locations: Vancouver/Montreal

- **Labs Ireland**
  Main Location: Dublin

- **Labs DE “Walldorf”**
  Main Locations: Walldorf/Rot

- **Labs in Germany**
  Main Locations: Berlin/Markdorf

- **Labs in France**
  Main Locations: Paris/Sophia-Antipolis

- **Labs Hungary**
  One Location: Budapest

- **Labs Bulgaria**
  One Location: Sofia

- **Labs Israel**
  Main Location: Ra’anana

- **Labs CIS**
  Main Location: Moscow

- **Labs China**
  Main Location: Shanghai

- **Labs India**
  Main Location: Bangalore

- **Labs US**
  Main Location: „Silicon Valley”

- **Labs Latin America**
  One Location: Sao Leopoldo

- **Labs Bulgaria**
  One Location: Sofia

- **Labs China**
  Main Location: Shanghai

- **Labs India**
  Main Location: Bangalore

- **Labs Vietnam**
  One Location: Ho-Chi-Minh-City
SLN Mission

“\textit{The whole is greater than the sum of its parts}” *

Manage the holistic locational view & establish best-run interconnected Labs to accelerate business innovation through radical simplification

- **Focused & innovative**
  - Labs focus => business innovation through radical simplification

- **Ensure customer success**
  - Trusted and reliable partner to the customers

- **Develop amazing talents**
  - Attractive internal & external

- **Drive simplicity**
  - Efficient cost control; avoid “double work”

- **Thought leader for business**
  - Thought leadership & driving SAP’s location strategy

**Contribution:** Strategic Directions / Connecting / Sharing / Aligning with LoBs

**Capabilities:** Team of connected Business Leaders around the globe

*Aristotle*
Phases of SAP Labs Expansion

- **Phase 1**: Access to Technology & Markets

- **Phase 2**: Access to Talent
  - Creation of SAP Labs India and France (1998)

- **Phase 3**: Acquisitions
  - Creation of SAP Labs Bulgaria, Israel... from 2000/2001

- **Phase 4**: Strategic Investments
  - Creation of SAP Labs Brazil, CIS... from 2005

- **Phase 5**: Investment & Optimization
  - Drive SAP’s location strategy - as SAP moves to the Cloud. Grow as a “Network in a Network”
Thank you
Contact information:

Dr. Daeschle
clemens.daeschle@sap.com
LinkedIn
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