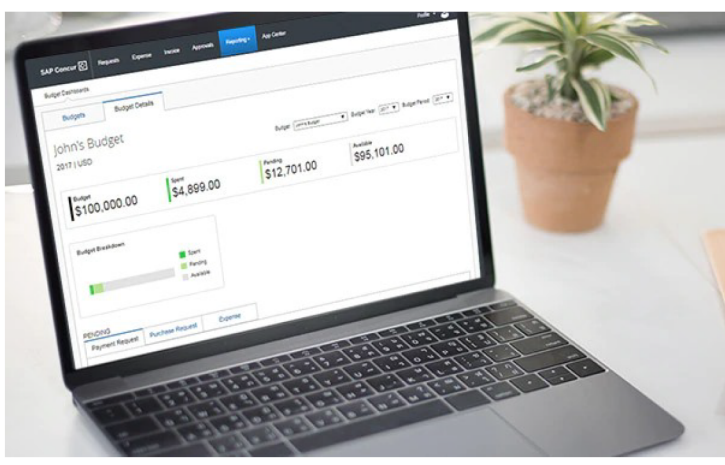
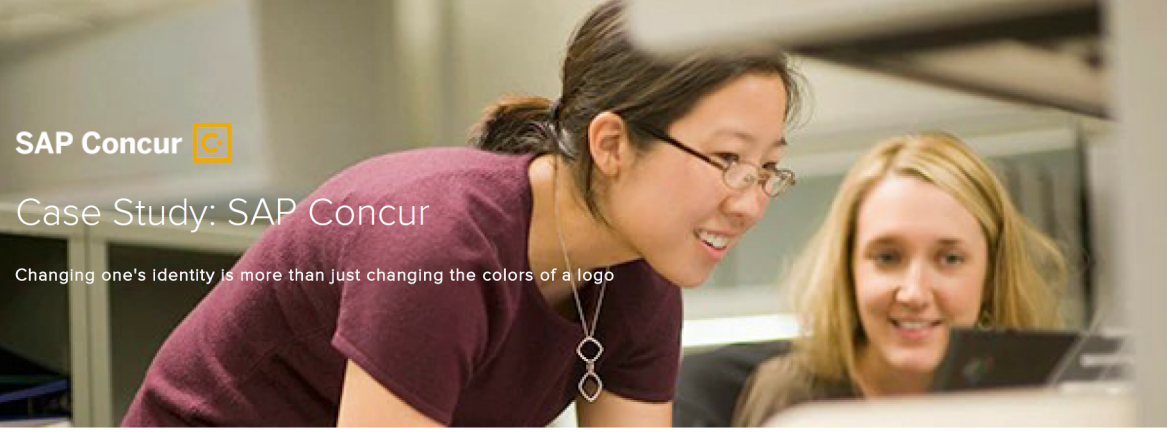


Case Study: SAP Concur

Changing one's identity is more than just changing the colors of a logo



SAP Concur

Industry: Technology
Location: Bellevue, WA
Size: 1001 to 5000 employees

Company Bio

Concur was founded in 1993 as a better way to manage expenses than employees stuffing paper receipts into an envelope and manually entering each expense onto a spreadsheet. They grew to include finance and travel services. In 2014, they were purchased by operations conglomerate SAP. The name change from Concur to SAP Concur happened January 1, 2018. Today, SAP Concur is the world's leading provider of integrated travel and expense management services and solutions.

Overview

Concur was already a large company with brand recognition when SAP purchased it in 2014. Now they needed to join the SAP brand and develop more structure and organization around the way their products are presented on the website.

The Challenge

Concur was a dot com success story... which means they grew fast and became a very big "startup culture" tech company with product owners having their own fiefdoms, including significant authority over how their product was represented on the company website. Though they had a clear brand presence and - theoretically - a finite number of specific modules to work with, they still generally had fairly free reign over what type of content went where on any given page, and there were many pages with modules that were exceptions to the rule (for developer-types: they were on Drupal and there were hundreds of versions of the static module). With the directive from on high to transition the website from Concur's brand to SAP's, the digital marketing team took the opportunity to reign in the randomizing of content on pages as well as the randomizing of the web team's energies regarding how updates to each page were made. Sandi worked with the tech team both to develop a process for achieving such a large, complex project and for hands-on editing and launching the multiple individual pages. Where this proved to be most challenging was in managing the evolution of the relationship between the various product subject matter experts (SME's) and how their products would be shown on the sites. With the bulk of the copy being generated by an outside writing agency, the product SME's were expected to transition from having significant control over the layout, form, and copy of their products' pages to having limited control over content that was written by an outside agency and formatted within a specific template.

The Approach

The mechanics of this project were really fairly straightforward, it was the culture shift, the significant quantity of work, and the variety of work processes within the company that proved most challenging. Each product had their own team with varying levels of web marketing knowledge, independent priorities, and unique communication styles. Sandi developed some resources to help the digital marketing team track the project in it's entirety, so that multiple web developers could work on multiple pages without confusion. She developed standardization in JIRA that allowed for easy communication in the web team's daily standups and the marketing teams' and content agency's weekly check-in meetings. The various product marketing teams didn't have the bandwidth to keep live pages on the website current while also managing the content for the updated, templated pages, so we needed to be able to update and launch pages to production as soon as they were done. Sandi worked with the various teams and company leadership to establish a method for controlling versioning and keeping content on any new pages current while continuing to update other pages. The company used no other project management tools beyond JIRA, and it was agreed that because there would already likely be some resistance to the new pages, adding the expectation of learning new tools to the process would not be successful. Therefore, Sandi was limited to JIRA and spreadsheets to communicate project workflows.

The Solution

There were 97 pages on the U.S. site that would need to be re-designed. Some had existing pages with content that needed editing, some were new pages, and some were combinations of elements within existing pages that would need to branch out to their own pages. Sandi built a master spreadsheet that grouped all the pages into their product categories, provided a hierarchy for completion, and included estimated timelines and the relevant approval contacts for each page. The standard process for building pages within the 27 regional sites was to reference the page on the U.S. site and localize from there, so Sandi developed processes and documentation for resolving if a page on a regional site needed updates and the corresponding U.S. page was in the process of converting to a templated page. Many of the specific strategies were completed within the web and/or broader digital marketing teams. Product marketing teams would get regular updates in meetings, but the methods for tracking the flow of the project and processes for getting the work done were contained within Sandi's immediate co-workers so that the product teams wouldn't be overwhelmed by the size of this project. Every attempt was made to provide as much consistency as possible between the different product teams. The goal with encouraging this consistency was to provide a benefit to the product marketing teams. Though they were expected to relinquish their hold on how their products would be presented on the website, they would also have a far faster and simpler experience when updating content on the website.

The Results

The site re-launched in SAP Concur branding worldwide early in the morning on January 1st, 2018, with the top-level pages converted to a standardized template and a plan of action for converting the rest of the pages. With the example of Sandi's project management, a director-level project manager role was added to the headcount. Sandi's contract was extended in order to overlap with the new director and assist in a seamless transition as the project moved toward a timely release of the rest of the US and regional site pages.