***Essential Prior Reading:*** *Case1- SAP: Building a Leading Technology Brand -* ***Part A*** *(P.3-7)*

*Participants are required to come prepared to the session after reading and analyzing the case and addressing the preparatory questions given below:*

***Case Preparatory Questions – Case 1 -PART A***

1. Why did n't SAP pay much attention to marketing and branding till 2000?
2. What explained the good performance of the company in in the initial three decades (1972-2000)?
3. What are the challenges SAP is struggling with in the year 2000?

*Additional Reading Recommendation for Session 1*
- *R1- "Fundamentals of Customer Value" by Mohanbir Sawhney in CIO Magazine, July 2003, 4 pages*

Part B of the SAP case gives an opportunity to analyze the initiatives (their nature and impact) unleashed by CMO of SAP in effecting this transformation.

***Essential Prior Reading:***

- *Case1: SAP: Building a Leading Technology Brand - Part A (P.3-7) and Part B (P.9-17)*

*Participants are required to come prepared to the session after reading and analyzing the case and addressing the preparatory questions given below:*

***Case Preparatory Questions –Case 1- SAP*** **PART B:**
1. Describe the impact of Homlish' initiatives on SAP's value management process and its effect on performance - sales, profits, brand equity (p.15).
2. List the key initiatives in the order of their impact and explain their impact.

**Additional Case2: SAP: Branding in the Digital Age** (24 pages – 11pages text + 13 pages' exhibits)

***Case Preparatory Questions – Case 2***

1. How is SAP leveraging its strengths in maintaining market leadership in the changing marketplace?
2. What are the challenges SAP in facing in 2016?

*Additional Reading Recommendation for Session 2*

- R2 – "The B2B elements of value: How to measure and deliver what customers want" in HBR 2018, 9 pages

- R3- Thriving in an Increasingly Digital Ecosystem in MIT Sloan Management Review 2015, 8 pages.
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