Case Review

Case # 9-614-052

*SAP 2014: Reaching for the Cloud*

1) What is the business environment that SAP finds itself in at the beginning of the case? What changes must it make to its business model? Why must it make those changes?

2) What efficiencies for SAP are offered by the transition to cloud/network computing? How might those efficiencies inform your management decisions?

3) As SAP reconceptualized its core business model, it acquired companies. How does acquiring companies strengthen an evolving company’s business model? What management cautions should be observed?

4) What were the roles of the Communities of Innovation? How might that approach provide you with a particular perspective on management opportunities?

5) What financial (profit) challenges are faced by the new cloud computing/subscription model? How is SAP addressing those challenges?