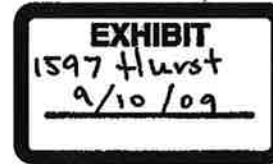


EXHIBIT MM



PROGRAM PLAYBOOK

Siebel Safe Passage Program Playbook



Summary and Strategy

- 1.1 Executive Summary
- 1.2 Recommended Launch Date
- 1.3 Program Objectives & KPI's
- 1.4 Messaging Strategy Overview
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- 2.1 Offers (Consulting, Value Engineering, Training, Hosting)

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- 3.3 Competitive Messaging Matrix Differentiating Scenarios
- 3.4 Key Differentiating Scenarios
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Marketing Activities:

- 4.1 Target Segment Profiling
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SAP-OR00790353

UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA

Case #: 07-cv-01658-PJH

PLNTF EXHIBIT NO. 0960

Date Admitted: 11/8/10

By: [Signature]

Nichole Heuerman, Deputy Clerk

1.1 Executive Summary

The Siebel Safe Passage program is designed to ensure that SAP customers with Siebel implementations can take advantage of both a financial incentive and the added business value of moving to mySAP CRM. In addition, it is an opportunity to revisit the JDE/PSFT customers who also own Siebel and provide them with an additional incentive to reevaluate and take advantage of the Safe Passage program.

The opportunity is to move the 300+ SAP customers SAP and Siebel have in common and migrate them to mySAP CRM.

This Safe Passage Program should be used as the door opener to begin discussions on migration from Siebel to mySAP CRM. Use the Siebel Safe Passage program to engage these targeted customers on the business value of moving to mySAP CRM.

The intention of the Siebel Safe Passage program is to contact these valuable customers and present to them:

- focused messages around the value of the SAP solution
- how the Oracle acquisition of Siebel validates that SAP's strategy of enterprise CRM has been and continues to be correct
- that customers are demanding industry specific end to end business processes on a platform that is agile and open

It is important to sell the value that SAP brings to these targeted customers and not simply push the financial incentive of the program. Use the Safe Passage offer (license credit, etc.) as an incentive to compel them to take action.

The Siebel Safe passage program is intended to make the migration to the SAP platform as smooth and cost effective as possible. The components of the offer are bundled to create an "onTime, onBudget, onValue" message for the customer.

There are two primary strategies set for this Safe Passage program. These strategies support the evolution happening within the CRM industry today.

- First, in the SAP customer base, SAP must protect this base from encroachment by Oracle. With the Siebel acquisition, Oracle will have a new point of entry into our customers with access to the Siebel-loyal executives found within our base. Their combined offerings in specific industries can be viewed as giving them a superior solution and in some customer instances all SAP products could be at risk. Therefore, the highest priority must be given to converting the Siebel installations to SAP CRM.
- Second, as the number of CRM suppliers continues to consolidate, and the market validates (evidenced by Siebel's failure) that CRM buyers are no longer focused on features but more so on addressing the business processes necessary to win, know and keep customers, providers of enterprise CRM solutions become the desired solution. Any Siebel customer needs to reassess their CRM strategy to now consider an enterprise CRM strategy. As such, Siebel customers must be made aware of the CRM solution from SAP.