INTRODUCING THE SUCCESSFACTORS HCM SUITE
11 WAYS TO BUILD AND MANAGE A 21ST CENTURY WORKFORCE
Find your talent blueprint

CREATE AN AGILE WORKFORCE READY FOR A RAPIDLY CHANGING WORLD

The only certainties in business today are risk, sudden change, insufficient access to critical skills, and the need to fully engage your people. You need HR to make a meaningful and measurable business impact.

Gone are the days of the personnel department. As a business or HR leader, you approach talent strategically — as an asset, not a commodity. However, the pace of business is accelerating. Success is a destination you must reach before your competition. Your people can give your business the momentum it needs to achieve your goals, but you must overcome significant challenges.

- **Changing workforce demographics:** Today’s diverse workforce is multigenerational, multicultural, and multinational. It’s mobile, socially connected, and hungry for development. Many of your people may not even be full-time employees.

- **An evolving workplace:** The modern workplace is more a concept than a location. Highly connected virtual teams may not share the same continent, much less the same office. Collaboration has never been more important — or more difficult to achieve.

- **Consumerization of technology:** With the explosion of social and mobile technologies, employees expect business technologies to offer a simple, beautiful user experience equal to the best consumer technologies. Most legacy HR and business systems can’t keep up.

- **Increasing need for talent intelligence:** Workforce analytics driven by big data offers new opportunities for business insights. The challenge is presenting the results in a way managers on the front lines can understand — and act on.

You can turn these challenges into your greatest advantage. With the right technology and a solid foundation of data, you can get better results and keep pace with the speed of business today.

**THIS E-BOOK IS FOR YOU**

As a business, HR, or technology leader, you probably have a comprehensive corporate vision. If you work in a talent management, recruiting, compensation, workforce planning, learning, or analytics role, you’re likely to have more immediate functional requirements. No matter where you want to begin, SuccessFactors has a blueprint to drive business execution and see real results.

In this e-book you will see how you can improve business execution with solutions that span the entire employee lifecycle -- and hear from customers who’ve done just that. You’ll also discover the advantage of a global partner ecosystem and of having SAP’s experience and commitment behind you. And you’ll be able to run at the right speed, in the right direction, to win.

Start anywhere today. Go everywhere tomorrow.

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Eighty percent of company valuations are intangibles related to talent, such as IP, know-how, and expertise.

**SOURCE:** Deloitte. Extracting Maximum Value From Intangible Assets. 2010.
A single system of record brings all of your data together and builds a foundation of HR information. For Knowledge Universe, a leading global private education company — the system of record is SuccessFactors Employee Central. Knowledge Universe had no legacy systems and wanted to make a quantum leap to:

- **Gain strategic insight:** Seeing how employee and talent data fits with information from other enterprise systems gave senior leaders a new perspective. "When they first got to work with HR data at a strategic level — you could see the lights go on," said Rupert Brown, vice president of human resources for Knowledge Universe. "They absolutely bought into the process and are delighted with what we can do."

- **Increase user adoption:** According to Brown, employee feedback has been very positive. "We chose SuccessFactors over other vendors based on the user interface. Working with software will only happen if the user interface is incredibly intuitive," he said.

- **Improve scalability:** As a growing company with 10,000 employees across four markets, Knowledge Universe is ready for the future. With a single, global system of record, there’s no need to reconcile multiple disconnected systems. And when the company is ready for talent management solutions, it will be easy to add them.

Automation reduces the compliance risks and information gaps that come from manual people processes. However, the ultimate value is improved insight and execution, made possible by faster access to accurate workforce data.

Rupert Brown, vice president of human resources for Knowledge Universe, explains how Employee Central transformed HR for his company.

**SOLUTION SPOTLIGHT: SUCCESSFACTORS EMPLOYEE CENTRAL**

SuccessFactors Employee Central is what core HR should be — a global system of record with a consumer-like, intuitive user interface that captures key workforce data and uses it to create tangible and measurable business results. With Employee Central, you get:

- A single view into all workforce data across geographies, cost centers, and employee types
- An easy way to tie in Employee Central Payroll or connect with other on-premise or cloud-based payroll, time and attendance, and benefits solutions
- The ability to map to your data structure and processes
- Mobile functionalities
- Strong auditing capabilities to meet regulatory requirements
- Built-in reports and dashboards
- Integration for efficiency, collaboration, and productivity
- Support from SAP’s global ecosystem, including localized compliance for more than 50 countries and 35 languages, and global payroll for more than 20 countries

Large companies still have an average of seven HR systems in place.

**SOURCE:** Bersin by Deloitte

**Think of all the employee data in your organization — payroll, benefits, performance reviews, time off, org charts, and so on. This information is often fragmented among multiple disconnected systems. The lack of integration leads to a lack of insight for strategic planning.**
Many companies today fear that essential talent won’t be there when they need it. Specific skills are in high demand. However, demographic shifts, shortfalls in education, and competence that may take years to acquire are creating significant workforce gaps.

Many companies in the energy industry face these exact challenges. As experienced workers begin to retire, many energy employers are racing to train new workers and close the gaps. Black Hills Energy, a utility provider in the Midwest U.S., is no different. “It takes several years to complete the apprenticeship programs and obtain the necessary certifications required to climb high-voltage electricity towers or repair power lines,” said Bob Myers, SVP and CHRO for Black Hills Energy.

As a result, the company faces a significant challenge: 24 percent of its workforce — with more than 8,000 years combined experience — is eligible to retire in the next seven years. Black Hills is preparing to meet its talent challenge with SuccessFactors Workforce Planning to:

- **Forecast workforce needs**: Black Hills modeled several turnover scenarios to quantify the impact of the impending retirement surge. “Being able to effectively manage and develop our existing talent pool is key to our continued success as an energy company,” Myers said.
- **Identify and quantify critical skills gaps**: Black Hills found that 57 percent of the employees eligible to retire were working in critical roles. Action was critical because much of that experience couldn’t be replaced from traditional talent pools.
- **Assess different scenarios**: Studying “what if’s” enabled Black Hills to proactively develop a strategy. “We are now armed with the knowledge we need to address this issue — before it can impact our business and service levels,” Myers said.

Black Hills now has a plan to get the next generation of skilled workers on the job. The company also used its workforce planning data in testimony for two rate case proceedings. As a result, the Black Hills was able to include the costs associated with the advanced hiring of replacements in its rate base.

**SOLUTION SPOTLIGHT: SUCCESSFACTORS WORKFORCE PLANNING**

“I don’t know” is always a scary answer to any question about your workforce. It can also have a frightening impact on your strategy. SuccessFactors Workforce Planning eliminates the pain and helps you mitigate exposure to future risk and make proactive choices that will help you execute your strategy effectively. You can:

- Gain a better understanding of the talent you have and identify future gaps
- Establish a long-term workforce plan to develop the right people and teams
- Reduce future talent acquisition costs
- Eliminate painful spreadsheet forecasting
- Investigate and quantify the financial implications of strategic workforce planning decisions
- Model the skills and competencies needed to meet your future growth strategy

Attract, engage, and hire great people

OPTIMIZE YOUR RECRUITING EFFORTS AND SEE MEASURABLE RESULTS

Finding the best candidates has probably never been more difficult, despite more online and social recruiting channels than ever. How do you spend your recruitment budget wisely and effectively, and then select and hire the best people?

SuccessFactors Recruiting Marketing helps you build an automated job-marketing machine by applying data-driven, interactive multichannel marketing best practices to your recruiting efforts. In industries with intense competition for skilled talent, such as healthcare, Recruiting Marketing finds higher-quality candidates and lowers costs without putting an additional burden on recruiters. Bon Secours Health System used SuccessFactors Recruiting Marketing to centralize and streamline job postings for multiple locations. Now, it can:

- **Focus on channels that work:** It’s easy for Bon Secours to see which search, social, mobile, and other channels reach the best candidates at the lowest cost. In six months of tracking, the health system’s job sites had more than 1 million visitors and 100,000 applicants, leading to 50,000 qualified applicants, 4,000 interviews, 1,600 offers, and 1,500 hires.

- **Build a talent pipeline:** With a proprietary talent community that has more than 90,000 subscribers, Bon Secours can build and maintain relationships with candidates who don’t apply the first time they see an opportunity.

- **Reach candidates on the go:** Bon Secours’ mobile recruiting strategy has connected more than 2,200 visitors and 80 applicants to open positions via their smartphones.

After finding high-quality candidates, you can select the best and hire them with SuccessFactors Recruiting Management. For example, Leavitt & Platt, a diversified manufacturing company with 19,000 employees in 18 countries, used SuccessFactors to exceed the 75 percent A-player hire rate it needed to execute its radical new strategy.

Find out how Celgene Corporation used Recruiting Marketing to reduce its cost per hire by 66 percent.

Around the world, 35 percent of employers report positions going unfilled because they can’t find suitable candidates.


SOLUTION SPOTLIGHT: SUCCESSFACTORS RECRUITING

HR leaders, hiring managers, and line managers know that the costs of slow or ineffective hiring processes are missed deadlines and overworked employees. SuccessFactors Recruiting Management and SuccessFactors Recruiting Marketing help you to:

- Distribute jobs automatically to the most effective boards and aggregators
- Drive more traffic directly to your career site from major search engines
- Improve the entire candidate experience
- Implement a multichannel sourcing strategy that makes it easier to reach great candidates at a lower cost
- Speed up the hiring process with mobile support for candidates and hiring managers
- Measure the effectiveness of your recruiting efforts so you can repeat what works
- Hire more strategically by aligning recruiting with the business strategy
- Enable managers to submit feedback and approve requisitions on mobile devices
- Use social referral tools to connect to candidates
Get new hires off to a quick start

DECREASE TIME TO PRODUCTIVITY AND INCREASE RETENTION

Once you find and hire great candidates, it's important to get them on board and off to a fast start. The first 45 days of employment is when 22 percent of turnover occurs,¹ so it's important to create a great experience from day one.

With SuccessFactors Onboarding, your organization has an easy, automatic, and personal way to lay the groundwork for productivity and start engaging new team members. Organizations with a formal onboarding program find that new hires are three times more likely to complete their first year of employment and successfully complete their goals.² An efficient onboarding experience makes new hires feel like they made the right choice to accept your job offer. Streamlining the first-day bureaucracy and teaching new hires more about the company and their work gets them excited about what they're doing. With Onboarding, you can help those first days on the job go smoothly and:

- **Improve compliance**: New hires can complete most of the required paperwork before they start. Automating the workflow eliminates chances for mistakes and omissions.
- **Make it easier to meet people**: New hires begin to engage as they make friends and know where to turn when they need help. With Onboarding, they can virtually meet their team and other co-workers. It’s easy to connect everyone involved in the onboarding process — the new employee, hiring manager, HR, and IT.
- **Put new hires on the fast track to productivity**: Immediate access to the employee network lets new hires learn at their own pace, become self-sufficient, and begin contributing sooner.

You can build the foundation for engagement and retention before a new hire’s first day with a consistent, complete process. Plus, you can introduce your new hires to the other talent processes — such as goal setting and learning — that will make them productive in record time.

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Set goals, give feedback

PERFORMANCE REVIEWS SHOULDN’T BE SOMETHING YOU DREAD

The annual performance review. The words alone fill employees and managers alike with apprehension. Employees scramble to prove their value and justify a meager raise. Managers struggle to say something halfway meaningful. It doesn’t have to be that way.

AMD, a global semiconductor manufacturer based in Sunnyvale, Calif., was looking for a better approach to performance management. Like a lot of companies in 2009, it was having a difficult year. The problem was more than the economy — it was also suffering from inconsistent employee performance. AMD realized that it needed a new way to communicate expectations to employees and to improve accountability for results.

“There were some critical things we needed to do, and performance management was a key part in doing that,” said Ron Miller, director of HR shared services, HRIS, and metrics for AMD.

With the SuccessFactors Performance & Goals solution, AMD is seeing real results, and its employees:

• Understand the strategy: In the average workforce, half of capacity is wasted on nonproductive work. SuccessFactors breaks down a strategy into a series of goals, cascades them to every employee, and then tracks progress against those goals.
• See how their goals meet the company’s strategy: Employees not only understand what they need to do, they have a way to measure results that goes beyond one manager’s opinion.
• Get clear and consistent feedback: “Having clear direction upfront and having feedback and course correction along the way has increased our engagement scores,” Miller said. And that’s not all. “It’s a more pleasant work environment,” he said.

“We quickly went from surviving to thriving,” Miller said. “We’re on that steep maturity curve for performance and talent management.” The number of employees receiving performance evaluations went from fewer than half to 97 percent. And with more-productive employees, AMD’s revenue went up 35 percent in the three years after implementation.

SOLUTION SPOTLIGHT: SUCCESSFACTORS PERFORMANCE & GOALS

Whether you’re an HR leader, a talent manager, or a line-of-business manager, you face a similar problem — how to create a dialogue between an employee and a manager. A performance discussion shouldn’t be a once-a-year thing, but an ongoing conversation that helps your people perform at the top of their game in a way that’s aligned with company strategy. Companies that implement SuccessFactors Performance & Goals are getting results. A survey of more than 500 SuccessFactors customers revealed:

• 1 to 8-plus weeks faster communication of strategy
• 5.4 percent high-end increase in productivity
• 4.9 percent increase in high performers

Ninety-five percent of the workforce does not understand company strategy and goals.

SOURCE: Norton and Kaplan.
Reward great results
IDENTIFY AND RETAIN YOUR TOP PERFORMERS

One of the greatest Olympic skiers of all time, Jean-Claude Killy, once said, “The fastest way to learn a sport is to watch and imitate a champion.” In your company, one of the best ways to improve performance is to identify your top performers, encourage others to emulate them, and reward great results. Vail Resorts in Colorado is doing just that.

Spreading compensation around evenly regardless of results does nothing to engage top performers or improve business outcomes. By implementing SuccessFactors Compensation Management, Vail Resorts can now identify its best people and differentiate pay based on employee performance. It can also:

• **Invest employees in outcomes:** Everyone has skin in the game. Vail Resorts ties merit increases and bonus payments to how the individual, the division, and the company perform overall.

• **Improve fairness:** “We could have people from two resorts a few miles away and in the same position that did not share the same goals,” said Mark Gasta, SVP and CHRO. Now, employees in different divisions with the same responsibilities can be evaluated the same way, preventing dissatisfaction that leads to turnover.

• **Provide necessary flexibility:** Each division has unique performance indicators — more than 450 custom goals for 68 positions across departments. For example, the real estate division measures the number of property units sold, while the mountain division looks at customer satisfaction scores. The solution provides flexibility and streamlines the configuration of complex variable-pay rules.

Engaged employees create better customer experiences. For employees, seeing pay and performance connected in a fair and transparent way shows what’s important to the organization and encourages them to work on those things.
Prepare for the future
ADDRESS TOMORROW’S TALENT GAPS TODAY

In the hotel industry, scenic locations and lush amenities are important to success, but really bringing a property to life takes great people. Employees who pay attention to detail and solve problems with ease can create memorable moments for guests and inspire repeat visits.

Companies such as Destination Hotels actively manage succession so they can prepare their people with the right experiences and know talent will be ready when needed. With 9,000 employees at 37 locations across the United States, a 28 percent turnover rate among exempt employees made it difficult for Destination Hotels to develop future leaders and key roles. After HR implemented the SuccessFactors Succession, Performance & Goals, and Compensation Management solutions, turnover decreased to 8 percent. Because of the increased focus on succession, Destination can now:

- **Identify talent gaps and fix them:** Twice-a-year talent reviews at all hotels improve identification of high-potential employees and increase talent mobility among the hotel’s properties. The company can proactively identify go-to employees, develop them for upcoming job transitions, and ensure that the company will have the talent it needs.

- **Retain and engage their people:** Employees see opportunities for career movement and appreciate that their leaders are looking at their skills, background, experience, and career aspirations. It’s a win-win situation — the organization develops the talent it needs, and employees can build careers that align with their ambitions.

- **Promote talent seamlessly from within:** When a property needed to fill a vacant executive chef position as it headed into prime season, it was easy to find an internal candidate with the right aspirations, skills, and preferences.

Succession planning isn’t just for the executive ranks. Many companies are identifying and addressing other critical roles for succession plans.

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SOLUTION SPOTLIGHT: SUCCESSFACTORS SUCCESION

You can’t assume that the talent you need for tomorrow will be there. Demographic shifts will mean fewer people with the needed skill sets to fill critical roles. The business risks are huge, including the absence of future leadership talent and evaporation of valuable institutional memory. SuccessFactors Succession can safeguard the future of your business in many ways. You can:

- Collect valuable workforce information and insights
- Identify current and potential talent gaps, and assess the impact on your business
- Ensure objective, accurate ratings of talent across the organization
- Pinpoint, qualify, and evaluate succession candidates according to calibrated competency-based criteria

On average, SuccessFactors customers report a 13.7 percent increase in their internal job fill rate.

SOURCE: Survey of more than 500 SuccessFactors customers by a top-three strategy consulting firm.
Grow your own talent
HELP EMPLOYEES BUILD A GREAT CAREER

Fast-growing companies depend on great people as much as they do innovative products. The Sonova Group, a hearing healthcare products provider, quadrupled the size of its workforce over the past eight years. With career development, Sonova was ready to scale the company by managing the professional growth of 8,000 employees in more than 90 countries.

Sonova now nurtures and prepares different levels of employees for future roles with development objectives and targeted training.

“SuccessFactors puts HR in the driver’s seat and enables us to have a direct impact on the business,” said Carine Brändle, systems and process specialist, corporate HRM at Sonova Group. With a single, integrated global platform for career development, Sonova can:

- Close talent gaps with development plans: By addressing competency gaps with actionable development plans, the company can balance its needs with employees’ individual career goals. And employees can see what’s in it for them.
- Retain and engage talent in key positions: Sonova can flag key positions, track development progress of successors, and identify employees at risk of leaving the company. The company can also track how employees progress based on targeted development plans.
- Improve visibility for career planning: With better reporting capabilities, Sonova can scale for growth and take a longer-term view as it maps every staffing move across the company. “Rather than spending months pulling together disparate Excel spreadsheets, we can now gather critical data in a matter of minutes,” Brändle said.

Employees have the power to take charge of their own career development — and Sonova can build a solid talent pipeline for future needs.

SOLUTION SPOTLIGHT:
SUCCESSFACTORS
DEVELOPMENT

More companies today understand that career development is a valuable driver of employee engagement and retention. If you show employees what’s in it for them, they are more likely to stay and grow with your company. With SuccessFactors Development, it’s easier to create actionable career plans. Both your business and your employees can benefit as you:

- Close talent gaps by using individual development plans that are easy to follow
- Balance the company’s needs with an individual’s career goals
- Draw on a rich competency library to improve development
- Find needed talent easier with company-wide talent search capabilities
- Capture vital metrics on an easy-to-read scorecard

Dissatisfaction with employee-development efforts fuels turnover among young managers.
Develop critical skills

TRAIN YOUR PEOPLE AND TURN THEM INTO A COMPETITIVE ADVANTAGE

Skilled employees are in short supply, and increasingly, newcomers to the workforce lack the skills needed to succeed. Take retail, for example. Many employees are new to the workforce, and they come and go quickly. For these companies, training new hires to know their products and deliver great customer service is a challenge.

Retail clothing giant Express operates 600 stores across North America. Intuitive functionality and comprehensive reporting were key reasons for choosing SuccessFactors. Because the average associate is only with Express for about 300 hours, the company needs intuitive online tools so employees can focus on the content and coursework instead. With SuccessFactors Learning, Express not only delivers relevant learning content to all associates, it also tracks how well these programs:

• Increase productivity: Express associates can complete coursework in between helping customers, which eliminates hours of costly all-store meetings. "Delivering training online instead of in person saved us enough hours in two weeks to pay for our SuccessFactors investment for two years," said Adam Zeller, director of sales education and field learning for Express.

• Improve company performance: With more than 100,000 course completions and near-total participation, Express can point to measurable results. "After tracking course completion against comp-store sales data, shrink reports, and customer experience data, we can see clearly how important learning is to overall store performance," Zeller said.

• Engage younger workers: Online training is especially important for retailers trying to attract tech-savvy young people who are less likely to view the industry as a viable career option. "By tweaking the content based on whether the employee is a new hire or internal transfer, we help keep everyone’s interest levels high," Diamond said.

Technology has changed the game in employee training. Whether you need to train hourly workers or offer mandatory compliance training in regulated industries, cloud technologies make it easier to reach people in the workplace. You can make them better at their jobs in a more effective, lower-cost way than traditional classroom training.
The business of talent is becoming more about data. Organizations that can combine people data and business information with speed and accuracy gain critical insight – such as voluntary turnover and customer satisfaction – that can improve performance and reduce risks.

For example, it’s not unusual for customer service call centers to experience 50 percent or higher annual turnover. Retaining experienced customer service representatives (CSRs) can be the difference between keeping and losing a customer. Comcast, the largest cable and broadband provider in the United States, found that high turnover among its CSRs was having a negative impact on customer retention. With SuccessFactors Workforce Analytics, Comcast was able to monitor retention trends and develop strategies for retaining experienced CSRs. As a result, customer service satisfaction scores increased 10 percent in a single year.

Key lessons from Comcast’s experience:

- **Identify key metrics relevant to your business challenge:** You don’t have to analyze all your data if you focus on key metrics. For Comcast, CSR turnover was the place to start. With more than 2,000 predefined workforce metrics and KPIs built into SuccessFactors, it’s easy to monitor the metrics relevant to any business.

- **Create a culture of data-driven decisions:** Inspired by this success, Comcast executives say they look forward to the monthly reports that allow them to make business adjustments. Because the data is shown in a standard and user-friendly way, Comcast can realign the business, identify best practices, and conduct internal benchmarking.

- **Choose an experienced analytics partner:** Companies with internal IT resources may think about doing analytics on their own. Comcast chose not to divert its IT team from customer-facing activities and revenue-generating work. It realized that SuccessFactors’ experience in analytics would get their team to answers and positive outcomes faster.
Connect and collaborate
NEW HR TECHNOLOGY FOR THE 21ST CENTURY WORKFORCE

Often called the Millennials, the youngest generation in the workforce is changing the way business works. It’s not just a North American or European phenomenon. Globally, the younger generation is more connected, tech-savvy, socially networked, and collaborative. Their work styles are changing the way workers of every generation do their jobs.

For businesses — and HR — to attract and keep these workers, they need to provide the technologies these workers want to use to interact and communicate. How has work changed?

- **Mobile capability has become a requirement:** The youngest workers in your office grew up text messaging. Web-enabled smartphones and tablet devices have become the primary way most people go online. Your workers expect everything to be available in the palm of their hands.

- **Consumer technology sets the baseline:** These workers will have little patience for office technology that isn’t as intuitive, easy to use, or elegant as consumer technology. They want to collaborate with their peers on social networks in the same way they connect with friends and family.

- **On-demand access is expected:** Today’s workers are accustomed to being connected to the tools and information they need 24/7.

SuccessFactors provides tools for business collaboration and mobile access. Thanks to SAP Jam, Village of Schaumburg employees now spend more time collaborating on projects. Whenever a major project is launched, the village simply sets up a group in SAP Jam where all stakeholders can easily share information and resources.

“Our Jam portal keeps all employees in the loop, while also giving our senior management an easy way to gauge progress,” says Peter Schaak, director of information technology.

**SOLUTION SPOTLIGHT: NEW TECHNOLOGIES**

You need anytime, on-demand access for an on-the-go, distributed workforce. You need a better understanding of your talent. And you need to capture knowledge and share it across your company. SuccessFactors has the tools:

- **SAP Jam:** Easily find answers from internal experts, work together as a team, or even connect with external partners and customers with Jam — all in your business applications, on your mobile device, or in SAP Jam.

- **Mobile:** Whether it’s getting a job offer in the hands of a key prospect or taking action to keep a project on schedule, mobile access to enterprise resources gives you a competitive advantage.

More than 1.3 billion workers will use mobile technologies by 2015.

Enjoy support from a global ecosystem

MOVE INTO THE CLOUD WITH SAP’S WORLD OF PARTNERS

Whether it’s your first foray into the cloud or you’re looking to add solutions, you’re never on your own when you partner with us. SuccessFactors knows the cloud better than anyone in enterprise software, and we have the customers to prove it.

As part of SAP and with the support of a large partner network, your business can reach its goals faster when you team up with SuccessFactors and its ecosystem of innovation, expertise, and commitment. In global business, the rules have changed. A new generation of workers is taking a new approach to work. Time zones and geography are no longer limitations. Everything is connected, and innovations in consumer technology and big data present businesses everywhere with a challenge.

Because the cloud is in SuccessFactors’ DNA, we can quickly adapt to changing business needs. And with SAP and its partner ecosystem, you have access to global expertise to help you:

- **Deliver global compliance at the local level:** SAP’s HR solutions are deployed in 35 languages and 177 countries, and a worldwide network of experts constantly monitors the latest compliance requirements.
- **Benefit from strategic partnerships:** We’ve built unique partnerships to support your journey and preserve your investments, including some of the best-known brands in HR support.
- **Integrate systems easily:** More than 170 systems integration and application partners can support you with predefined integrations and industry best practices to support cloud adoption while preserving your on-premise investments.
- **Access content and community:** With more than 19,500 unique HR content elements, we build our solutions on proven best practices to propel you to success and encourage user adoption. Plus, connect with other users through our 15,000-member (and growing) online community.

If you are looking for the fastest, easiest way to build a complete, end-to-end, global HR solution, SuccessFactors and SAP can get you there better than anyone.

**SOLUTION SPOTLIGHT: SAP AND PARTNER ECOSYSTEM**

Growth of public cloud services in business will almost double from 2013 to 2016, according to Gartner. SuccessFactors has more than 10 years of cloud HCM experience and 25 million users who provide ongoing feedback and validation.

Together with SAP’s 40 years of business software leadership supporting 14,000 global HCM customers, you benefit from unique solutions and capabilities. And the analysts agree — we were rated as a leader in 10 of 10 analyst reports on human capital management, integrated talent management, performance management, learning management, and compensation management.

**Cloud Applications**

SAP also offers cloud solutions beyond the people-focused HCM suite. Built on the same HANA Cloud Platform as the foundation, you can get a full ERP suite with all the line-of-business applications you need — for your people, customers, money, and suppliers. When you’re ready to use the cloud to accelerate your business, SuccessFactors and SAP are the clear choice.
Start anywhere today, go everywhere tomorrow

THERE’S MORE THAN ONE PATH TO SUCCESS

No matter where you want to begin, SuccessFactors is ready. The choice is yours. And no matter where you want to go, we’ve been there before and know the fastest way to get results.

You can start with any solution and move at the pace you want, but we know that speed matters to our customers.

“The way that I see SuccessFactors being different from the other solutions is that I see movement,” said Ron Miller, director of HR shared services, HRIS, and metrics for AMD. “I see more than the talk. Everyone’s talking about integrated talent management, but they’re talking fast and walking slow. And SuccessFactors seems to be running.”

When you’re ready to move, we can:

• Assemble complete, end-to-end, global solutions across the entire employee lifecycle
• Support global adoption with content, community, and an ecosystem of support
• Deliver flexible, extensible architecture that offers a single source of truth
• Create beautiful solutions — wrapped in mobile and social technologies — that encourage employee engagement and provide insight into your workforce

Your path into the cloud is unique to your business. Wherever you start, we have the blueprint for success. You can extend your existing technology investments for now or move all of your HR solutions to the cloud immediately. In a world of sudden change and uncertainty, you can depend on SuccessFactors to help you choose the right way to go.

ABOUT SUCCESSFACTORS, AN SAP COMPANY

SuccessFactors is the leading provider of cloud-based HCM software, which delivers business results through solutions that are complete, beautiful, and flexible enough to start anywhere and go everywhere. SuccessFactors’ customers represent organizations of all sizes across a wide range of industries. With more than 20 million subscribers globally, we strive to delight our customers by delivering innovative solutions, content and analytics, process expertise, and best practices insights from across our broad and diverse customer base. SuccessFactors solutions are supported by a global partner ecosystem and the experience and commitment of SAP.