

see your people, see real results

10 ways to unlock the full
potential of your workforce





Welcome to the world of BizX solutions

Turn your greatest challenge into your biggest advantage

You've heard it many times before: Our people are our greatest asset. Too bad it's not true.

An asset is anything you can own or control that produces value. You can't say that about your people. They choose whether or not to work for you and give their best effort. Their work determines your success. For most organizations, it's more accurate to say that people are the greatest challenge. Why?

✖ **The shortage of skilled labor:** Because of global demographic shifts and gaps in public education, there are not enough of the people that businesses need. Regardless of geography, specific key roles are always in demand. Success means you must be able to attract and retain these people, as well as develop the skills of your entire workforce.

✖ **Globalization:** Online, mobile, and social technologies have conquered time and place. Work can happen 24/7 with virtual teams in any location. But getting these teams to collaborate efficiently, effectively, and easily is a different story. The best companies know how to make that happen.

✖ **The next generation of workers:** The future of your business will be determined by the next generation of workers. This tech-savvy group not only thinks, works, and communicates differently, their motivations are different from their predecessors'. Tomorrow's leading companies know how to attract, retain, and engage these digital natives today.

✖ **The pace of innovation:** The demand is relentless for better, faster, and less-expensive products and services. In a world where lower-cost tools and technology have leveled the playing field, the difference between a market leader and a follower is the ability to find, develop, motivate, and retain better people.

SuccessFactors believes that your greatest challenge can be your greatest advantage. You can build a better business if you can find the right people, get them working on the right things, and make them great with the right training, rewards, and motivation. With the right technology and a solid foundation of data, you can accelerate your business past the competition.

Companies realize only 63 percent of a strategy's potential value because of poor execution.

SOURCE: Michael C. Mankins and Richard Steele. Turning Great Strategy Into Great Performance. Harvard Business Review.

→ This E-book is for you

As an HR leader or someone who works in a talent management, recruiting, compensation, workforce planning, learning, or technology role, you know the challenges:

- ✖ Filling positions faster at the lowest cost
- ✖ Connecting your people to company strategy
- ✖ Motivating and rewarding people in a way that improves engagement and productivity
- ✖ Developing skills and reducing turnover
- ✖ Beginning to build your future workforce today

This E-book will show you how SuccessFactors solutions can release the full potential of your workforce. It's about more than automation and efficiency. It's about how SuccessFactors' BizX solutions improve the ways you execute on your day-to-day work and get real results.

System requirements for video

This is an interactive PDF. Viewing the video clips requires an Internet connection and Adobe Acrobat X or greater, or Adobe Reader X or greater. Other PDF readers and earlier versions of Acrobat/Reader may not support video play.



Build a data foundation

Business execution requires breaking a few silos

Think of all the employee data that exists in your organization – payroll, benefits, performance reviews, org charts, and so on. This information is usually fragmented among multiple disconnected systems. This lack of integration leads to a lack of insight.

What companies need is a single system of record to bring everything together and build a foundation of HR data. For InfoPrint — a leading provider of digital print solutions — the system of record is [SuccessFactors Employee Central](#). The company needed real-time insight to navigate change. InfoPrint chose Employee Central as one of its first steps because it delivers:

- ✦ **Easy configuration:** Employee Central can map to your data structure and processes. You can define organizational models, jobs, pay structures, and workflows.
- ✦ **A single data source:** Employee Central can integrate with employee and talent data as well as other enterprise systems like CRM, financials, and ERP. There's no more need to reconcile multiple disconnected systems. You have a single, global system of record.
- ✦ **Insight to improve execution:** Data-driven decisions increase your ability to make the right strategic workforce decisions even faster.

Core HR in the cloud is also far less expensive compared with on-premises Human Capital Management solutions, with a cost of ownership that is three times lower over five years. But the value goes far beyond lower cost, increased efficiency, and improved compliance. SuccessFactors and Employee Central have also altered perceptions of HR inside the company.

“From an HR operations perspective, we’ve gone from being a roadblock to the changes the organization wanted to having a place at the table,” said Melissa Doggett, Global HR Administrator. “We are a solutions provider. We can help other parts of the organization find solutions.”



Hear Melissa Doggett, Global HR Administrator for InfoPrint, explain how HR has changed in her company.

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

SOURCE: Bersin & Associates

→ Solution Spotlight: SuccessFactors Employee Central

Core HR systems are rarely regarded as investments that drive strategic business value. Employee Central is what Core HR should be — a global system of record that captures your key workforce data and uses it to create tangible and measurable business results. You get:

- ✦ A single view into all workforce data, including effective-dated job, pay, and organization information across geographies, cost centers, and employee types.
- ✦ Strong auditing capabilities that help you meet regulatory requirements and easily report on workforce and organization changes over time.
- ✦ Built-in reports and dashboards that allow you to understand, analyze, and act on workforce analytics.
- ✦ Integration that improves insight, efficiency, collaboration, and productivity.



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., had the same problem. Like a lot of companies in 2009, it was having a difficult year. The problem was more than the economy — it was also inconsistent employee performance. AMD realized that it needed a new approach to performance so that employees understand expectations and are accountable 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 SuccessFactors' [Performance and Goals](#) solution, AMD is seeing real results:

- ✦ **Now, everyone understands the strategy:** In the average workforce, half of capacity is wasted on non-productive work.¹ SuccessFactors breaks down a strategy into a series of goals, cascades those goals to every employee, and then tracks progress against those goals.
- ✦ **People see how their goals meet the company's strategy:** People not only understand what they need to do, they have a way to measure results that goes beyond one manager's opinion.
- ✦ **Employees 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 when you have those things."

"We quickly went from surviving to thriving, to where we are now," said Miller. "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 is up 35 percent in the three years since implementation.²



See how AMD improved business execution with SuccessFactors' BizX solutions

95 percent of the workforce does not understand company strategy and goals.

SOURCE: Norton & Kaplan

→ Solution Spotlight: SuccessFactors Performance & Goals

Whether you are an HR leader, a talent manager, or a line of business manager, your problems are the same. You need to create a dialogue between an employee and a manager. It's not a once-a-year thing. It's an ongoing conversation that gets results. A survey of more than 500 SuccessFactors customers found that BizX solutions produced:

- ✦ 1 – 8+ weeks faster communication of strategy
- ✦ 5.4 percent high-end increase in productivity
- ✦ 4.9 percent increase in high performers

¹ Corporate Strategy Board Research: Measures That Matter

² From Q1 2009 to Q1 2012



See the future today

Is your workforce ready for tomorrow?

Even when it seems like every country around the world is concerned about unemployment, a global skills shortage abounds. Because of demographic shifts and shortfalls in education, specific skills are in high demand. Some of these you might have heard about: engineers, computer specialists, healthcare workers, and even welders. But would you believe ... transportation workers?

Getting the right people working on the right things means having the right people when you need them. In 2009, [Coast Mountain Bus Company \(CMBC\)](#), a vital link in the Metro Vancouver multi-modal public transportation network, knew that it needed to prepare for the future — especially leading up to the 2010 Winter Olympics. Their fears are well founded — the Canadian government estimates that the country could be short about 1 million workers by 2020.

With [SuccessFactors Workforce Planning](#), CMBC was able to:

- ✦ **Look into the future and forecast workforce demand:** CMBC was able to identify labor supply and demand forecasts and gaps over a five-year period, from 2009 to 2013.
- ✦ **Identify and quantify critical skills gaps:** A “workforce summary” based on CMBC’s current and future needs helped the company understand its most critical job roles and risks.
- ✦ **Assess different scenarios:** Not only was CMBC able to build strategies for closing gaps, it was able to model the financial costs of its future workforce.

CMBC found that the average age of employees was 47, with many of them having more than 10 years of tenure. The results suggested a significant turnover risk. To reduce the downstream impact on talent acquisition and development, the company was able to change staff capabilities and increase its focus on using new technologies to support service delivery — such as onboard bus technology — business process changes, and the use of data for decision making.



Identify and address critical workforce issues before they become a problem.

Failure to have the right strategy in the right place at the right time strips away 7.5 percent of the strategy's value.

SOURCE: Michael C. Mankins and Richard Steele, Turning Great Strategy Into Great Performance. Harvard Business Review.

→ 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. Workforce planning removes the pain and risk from your future. You can make proactive choices that will improve your ability to execute your strategy effectively. You can:

- ✦ Gain a better understanding of the talent you have
- ✦ Establish a long-term workforce plan to develop the right people and teams
- ✦ Reduce talent acquisition costs in the future



Find the right people

Filling positions with quality talent makes execution easier

Hiring should be easy these days. Worldwide, many countries are still struggling with high unemployment. Employers should have their pick, right? Wrong. Most hiring managers are buried under applications from unqualified applicants. The best candidates probably aren't there anyway. They are working for someone else — maybe a competitor.

If you can't fill your open positions faster with higher-quality candidates and at a lower cost, your whole strategy is at risk. **Leggett & Platt**, a diversified manufacturing company with 19,000 employees in 18 countries, has been in that tough spot. It needed a 75 percent A-player hire rate to execute on its radical new strategy. When the company deployed the **SuccessFactors Recruiting Management** solution to 3,000 hiring managers and Talent Advisors throughout the company, the results were dramatic. Leggett & Platt was able to:

- ✖ **Hit aggressive hiring goals:** Leggett & Platt got the talent it needed. The 75 percent A-player hiring goal was actually exceeded. "With SuccessFactors Recruiting, we are making much better hires than ever, and our hiring managers love the system," said Aileen Gronewold, Staff VP for Human Capital.
- ✖ **Improve productivity:** Collaboration between Talent Advisors and hiring managers was deemed essential for success. With SuccessFactors, Talent Advisors were able to support 65 percent more hiring managers.
- ✖ **Outperform the market:** Since the solution was deployed, the company has achieved 68 percent total shareholder return, compared with 46 percent for the S&P 500 over the same period.

Before you can select the best candidate for the job, you have to find them and engage them. Use proven marketing techniques, like search engines, career sites and social channel optimization to turn your sourcing dollars into an automated job marketing machine. Recruiting marketing uses an interactive, multi-channel approach to build relationships with the best candidates, and evidence-based metrics to ensure that you're getting maximum results from your sourcing dollars.



Recruiters today need mobile solutions to keep up with candidates and to fill positions faster.

600,000 U.S. manufacturing jobs are going unfilled in 2012 because of a shortage of skilled labor.

SOURCE: The Washington Post. "U.S. Manufacturing Sees Shortage of Skilled Labor."

→ 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 makes it easier for your organization to:

- ✖ Attract, engage, and select the best talent
- ✖ Get to the right candidates with the right message at the right time with a multi-channel sourcing strategy
- ✖ 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



Reward great results

Identifying and compensating 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 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. Now that Vail Resorts can accurately identify its best people and differentiate pay based on employee performance, the company can:

- ✦ **Invest employees in outcomes:** Everyone has skin in the game. Merit increases and bonus payments can be tied to how the individual, the division, and the company overall perform.
- ✦ **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 at Vail Resorts has unique performance indicators — over 450 custom goals for 68 positions across departments. For example, the real estate division measures the number of property units sold, and the mountain division looks at customer satisfaction scores. The SuccessFactors Compensation Management engine provides flexibility and streamlines the configuration of complex variable-pay rules.

Engaged employees create better customer experiences. For employees, a fair and transparent way to connect pay and performance shows them what’s important to the organization. As a result, they can work on things that matter to the bottom line.



Compensation management makes it easier to reward your top performers.

Companies with reward and talent management programs that support their business goals are more than twice as likely to report being high-performing companies (28 percent versus 12 percent).

SOURCE: Towers Watson 2011/2012 Talent Management and Reward Study, North America

→ Solution Spotlight: SuccessFactors Compensation

For HR leaders and compensation managers alike, simply managing compensation workflow is difficult enough. Circulating spreadsheets by email throughout your organization can be a nerve-wracking experience that makes it difficult for you to monitor completion, maintain security, avoid data errors, and keep managers within budget guidelines. SuccessFactors Compensation Management makes it easier to:

- ✦ Combine compensation data with other business data for better insight
- ✦ Save hundreds of work hours in each review cycle so managers can get back to revenue-generating work
- ✦ Provide managers with reports that offer the necessary information to create competitive plans and monitor business impact



Learn to do great work

Training closes skills gaps, reduces talent risks

Skilled employees are in short supply, and more new employees are arriving in the workforce lacking the skills needed to succeed. Some industries are facing greater training burdens. Take retail, for example. Salespeople who know their products and understand how to offer great customer service are a competitive advantage.

Luxottica Retail, which operates optical stores globally, understood the challenges of delivering training to 38,000 employees in 6,200 locations. “We just didn’t have the manpower, technology, or budget to efficiently and effectively manage and execute our various training programs,” said Angi Willis, Luxottica’s Learning Technology Project Manager. “We needed a solution that would reduce the time and cost for procuring content, administration, and delivery to our employees.” With SuccessFactors, Luxottica can deliver more training with less staff at a lower cost. Luxottica is:

- ✖ **Improving compliance:** Luxottica would be forced to close its doors in many places without a licensed optician on premises. With SuccessFactors, the company can keep its opticians’ certifications up to date and keep employees up to speed on legal and federal mandates.
- ✖ **Blending instructor-led and online training:** Luxottica’s talent management team can offer surveys and supplemental online courses. This is especially important for retailers trying to attract tech-savvy young people who have been less likely to view the industry as a viable career option.
- ✖ **Offering more flexibility:** Luxottica can easily deliver custom training to a widely distributed workforce, including store associates, licensed opticians, eye doctors, lab technicians, and managers. The company can buy only the few courses it needs rather than the entire library. It can also purchase and deploy courses in as little as 24 hours.

Technology has changed the game in employee training. Cloud and social technologies are increasing the flexibility and reach of training as they bring down costs.



SuccessFactors makes it easier for you to manage, develop, and deploy online and instructor-led training.

SuccessFactors customers report a 17 percent increase in people getting the right training.

SOURCE: Survey of more than 500 SuccessFactors customers by a top-three strategy consulting firm

→ Solution Spotlight: SuccessFactors Learning

As skilled workers become harder to find, employers will be forced to take on more of the training burden. It's difficult and expensive to deliver training to a dispersed workforce. However, great work doesn't happen by accident. You must provide learning opportunities and help employees get better at their jobs. With SuccessFactors' cloud-based LMS and other training technology, it's easier to:

- ✖ Decrease time to productivity, which can increase your revenue
- ✖ Reduce turnover and training costs
- ✖ Increase collaboration and compliance
- ✖ Bring informal and social learning channels onto the job
- ✖ Extend learning opportunities to partners and customers, which can generate revenue



Prepare for the future

Addressing tomorrow's talent gaps before it's too late

The energy industry faces one of the greatest challenges in the world of talent today. As older workers begin to retire, many energy industry employers are racing to train younger workers to fill the gaps. **Succession and career development** is mission-critical for most employers.

Black Hills Energy, a utility provider in the Midwest, is no different. "It takes several years to complete the apprenticeship programs or otherwise become fully productive 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. Now the company faces a significant challenge: 24 percent of its workforce is eligible to retire in the next seven years. How is Black Hills addressing this risk?

- ✦ **Modeling different turnover scenarios:** The recent addition of the SuccessFactors Workforce Analytics module has enabled Black Hills to model several turnover scenarios to quantify the impact of the impending retirement surge. "We are determined to be prepared for, and stay on top of, employee development and succession," Myers said.
- ✦ **Developing a plan:** Studying "what-if" scenarios 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.
- ✦ **Filling in the gaps:** Younger talent is on the way, but they need time to acquire the necessary knowledge and skills. "Having the ability to effectively manage and develop our existing talent pool is key to our continued success as an energy company," Myers said.

Energy companies aren't the only ones at risk. Even though succession planning was previously thought of as something only for the executive ranks, many companies are identifying and addressing tomorrow's talent gaps today. Grooming your own talent internally is the best way to be prepared for the future.



Vallourec is another company serving the oil and gas industry. Philippe Ferrie, Worldwide Employee Relations Coordinator and HRIS Director for Vallourec, explains how the firm re-energized its global HR processes with SuccessFactors.

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

→ Solution Spotlight: SuccessFactors Succession & Development

You can't assume that the talent you need for tomorrow will be there. Demographic shifts will mean fewer of specific skill sets in the future. You can't count on hiring your way out of the problem, and the business risks are big ones — the absence of future leadership talent and evaporation of valuable institutional memory. Succession and career development with SuccessFactors can safeguard the future of your business in many ways. You can:

- ✦ Gain a better understanding of the talent you have and close skills gaps in critical roles
- ✦ Build a talent pipeline for future leaders
- ✦ Increase employee engagement and retention through individual training and development plans



Turn information into insight

Big Data can deliver big insights

In many industries, the customer service representative (CSR) is the voice of the organization. A seasoned, well-trained CSR can be the difference between keeping or losing a customer, but it isn't unusual for customer service call centers to experience 50 percent or higher annual turnover.

Retaining CSRs is an essential first step toward creating a better customer experience. Comcast, the largest cable and broadband provider in the United States, used [workforce analytics](#) data to target areas for retention efforts. Mike Molinaro, Vice President of HR Operations, said that retaining experienced CSRs helped Comcast increase customer service satisfaction scores by 10 percent in one year. Other key lessons from Comcast's experience include:

- ✦ **Avoid diverting internal IT resources:** For companies with internal IT resources, it's easy to think about doing analytics on your own. Comcast considered the same thing but decided not to take its team off of customer-facing and revenue-generating work. "It didn't make sense," Molinaro said. After meeting the SuccessFactors team, Comcast's choice was easy. "They inspired a great deal of confidence," he said.
- ✦ **Identify key metrics:** You don't have to analyze all of your data if you focus on key metrics. For Comcast, CSR turnover was the place to start. After identifying specific retention issues, Comcast made changes that resulted in a 10 percent increase in customer service satisfaction scores in one year.
- ✦ **Create a culture of data-driven decisions:** Inspired by success, Comcast executives say they're believers and that they look forward to monthly reports that allow them to make business adjustments. Because SuccessFactors Workforce Analytics presents the data in a rational, easy-to-use way, Comcast can realign the business, identify best practices, and conduct internal benchmarking.

The power of Big Data is more than just talk. Workforce analytics can make a difference in your organization in the long run.



Watch Mike Molinaro, Vice President of HR Operations at Comcast, explain how Workforce Analytics is improving execution.

SuccessFactors customers report a 15.2 percent decrease in turnover.

SOURCE: Survey of more than 500 SuccessFactors customers by a top-three strategy consulting firm

→ Solution Spotlight: SuccessFactors Workforce Analytics

The biggest problem that most organizations have is making sense of it all. How do you pull it all together and turn it into something the business can use? Important business decisions shouldn't be made based on intuition and conjecture. And meaningful workforce data shouldn't take days, weeks, or even months to roll up. Workforce analytics can offer insight and clarity in a number of ways, resulting in:

- ✦ Reduced turnover among critical roles
- ✦ Filling positions faster at lower costs
- ✦ Identifying and addressing skills gaps
- ✦ Decreasing time to full productivity among new hires
- ✦ Measuring how a compensation program increases revenue and productivity



Connect and collaborate

New HR technology for the next generation

Whether you call them Generation Y, the Millennials, or some other name, 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.

For businesses — and HR — to be ready, you need to provide the technology these workers expect in order to interact and communicate. Today, 60 percent of Millennials don't use email for their primary communication channel. How is your business going to communicate and collaborate with this group?

As you develop your strategy, keep in mind:

- ✦ **Younger workers are mobile:** The youngest workers in your office grew up text messaging. Within a few years, many of them won't remember a world where you couldn't go online from your phone. They expect everything to be available in the palm of their hands.
- ✦ **Younger workers are social:** The youngest workers in your office will have little patience for office technology that isn't as easy to use as consumer technology. They want to collaborate with their peers on social networks in the same way they connect with friends and family.
- ✦ **Younger workers expect everything to be on-demand:** Today's workers are accustomed to being connected to the tools they need 24/7.

Here's some good news: Cloud-based technology opens up new possibilities for communicating and connecting with this new generation — and gives employees of every generation new ways to work together.

Now here's some better news: SuccessFactors makes it easy for your business to store information in the most secure yet accessible ways. Everyone in your workforce can access data and tools they

need in real time to improve insight, communication, and collaboration. SuccessFactors has the technology that you and your future workforce needs — [business collaboration](#) and [mobile access](#). And it's available today.



Just like popular Web 2.0 tools, SuccessFactors Jam offers easy content creation, sharing, discovery, and social networking — all combined with workplace communities.

By the year 2025, Millennials will make up three out of every four workers globally.

SOURCE: Time.com

→ 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. You need to capture knowledge and share it across your firm. SuccessFactors has the tools you need:

- ✦ **Jam:** A social network that's private to your company. Easily share your expertise so others can find it — and the content you create. In a couple of clicks, you can share, search, and collaborate without missing a beat.
- ✦ **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.



Get real results

Business execution closes the gap between strategy and performance

What's holding you back? For most companies, it's that strategy is disconnected from performance. This gap occurs because of poor communication and collaboration, actions that are not clearly defined, and blurred accountability.

It's time to open your eyes. It's time for vision. It's time to see what business execution can do for your organization.

- ✖ **For Bacardi** — the third-largest spirits company in the world — better business execution meant integrating and aligning its North American operations with the global brand. “We made sure people understood where we were going, the vision, how we were treating our brands, and what success looked like,” said former CEO John Esposito. “One of the major results is that when the recession hit and we had to shift strategies quickly, we were able to do that because the organization was fully aligned. While everybody suffered during the recession, I don't believe we suffered quite as badly as other people did. We understood where our profitability was coming from and what activities actually made a difference.”
- ✖ **For Nissan**, the automotive giant, better business execution means growth and bottom-line results. With SuccessFactors, Nissan found a partner that could handle the complexity of HR systems in the more than 200 countries where it has operations. “What SuccessFactors was able to bring to the table was integration of all of those capabilities into one single platform,” said Anish Bajjal, Director of Talent Management and HR Services for Nissan. Since 2007, SuccessFactors has helped Nissan change the culture of HR in the company with a data-driven approach that goes beyond efficiency to achieve effectiveness, innovation, and strategic value.
- ✖ **For you** — what will be the difference that business execution can make? We're ready when you are, with our full suite of talent solutions, Core HR, collaboration, and workforce analytics to improve productivity and engage, retain, and motivate employees.



See more about how Nissan and SuccessFactors have partnered for growth.

SuccessFactors customers reported 1 percent revenue added back to profit because of better business execution.

SOURCE: Survey of more than 500 SuccessFactors customers by a top-three strategy consulting firm

→ Solution Spotlight: ROX

Too many technology companies are merely interested in justifying the cost of their products with Return on Investment (ROI). That view is too narrow for SuccessFactors. Part of our mission is to improve the execution of every company we work with. **That's Return on Execution (ROX)**, and it goes far beyond ROI.



We invested in our customers and found that our customers have beat The Street when it comes to results — **better than the Dow, the S&P 500, and the NASDAQ since October 2008**. Outperforming the markets and the competition — that's real ROX.



Conclusion

See how your people can create better results

According to the Saratoga Institute, 84 percent of companies aren't using their workforce to its full potential. You don't need to be one of them.

Unlike talent management and human capital management vendors, process efficiency and transactional cost savings are only the beginning with SuccessFactors. Business execution is the difference. "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 are talking fast and walking slow. And SuccessFactors seems to be running."

How can you move your organization into high gear and see results faster? The SuccessFactors BizX Suite has the right systems, processes, and tools that you need to align your workforce to your business strategy and make your people more productive. When your people perform at their best, your company can increase growth, lower operating costs, and expand profit margins.



✖ **Align** your workforce with your strategy and get your people working on the right things

✖ **Optimize** performance across your organization as you find the right people and make them great

✖ **Accelerate** business results with the insight you need to run your business better

→ About SuccessFactors, an SAP Company

SuccessFactors, an SAP company, is the leading provider of cloud-based Business Execution Software, and delivers business alignment, team execution, people performance, and learning management solutions to organizations of all sizes across more than 60 industries. With approximately 15 million subscription seats globally, we strive to delight our customers by delivering innovative solutions, content and analytics, process expertise and best practices insights from serving our broad and diverse customer base. Today, we have more than 3,500 customers in more than 168 countries using our application suite in 35 languages.

See your people in a new light. See real results with SuccessFactors.