

Business Execution Buyer's Guide

successfact^ors™
An SAP Company

Introduction

We've all seen it. Admired companies with a solid strategy and good products... losing momentum and market share. Or great people... working on the wrong things, or in the wrong job. Some may disengage – or even jump ship, taking the investment made in their training with them.

How does this stuff happen? Each of us is vested in our company's success. Most of us are working harder and longer than ever. Our take: Good intentions, deep capability, and great strategy aren't enough. Companies need to ensure that systems, processes, and tools truly support execution of corporate strategy.

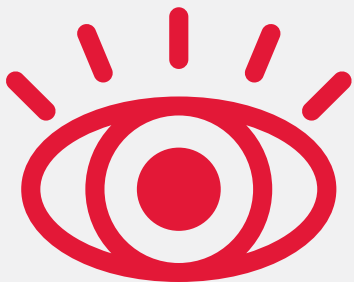
The workforce typically represents 40 to 60% of the operating expenses in a company, and is the most important asset in business execution. Companies that narrow the gap between strategy and results by even a little can reap increased growth, lower operating costs and increase profit margins. But that requires making sure the workforce is performing at the top of its potential.

At SuccessFactors, we help our customers get a better return on the investment they are making in their workforce. And today, most business leaders understand that they can't possibly accelerate the performance of their business without first aligning and optimizing the performance of their workforce. This is exactly why our customers choose SuccessFactors.

Learn how SuccessFactors™ BizX suite can help you move beyond process automation, effectively closing the gap between your business strategy and your results.

[Closing the Execution Gap](#) ➔

[BizX Suite: Transforming Your Business](#) ➔



Closing the Execution Gap



A company can't accelerate its results without a workforce that's aligned with a coherent strategy, and optimized to perform at its fullest potential. Consider the following:

- 50% of the average workforce's capacity is wasted on nonproductive work.¹
- More than 90% of workers do not understand their employers' goals.²
- More than 80% of companies are not using their workforces at full potential.³

There's an obvious disconnect here between investment and performance. Between crafting the strategy and showing business results. We call it the execution gap. Reasons range from difficulty in recruiting to lack of appropriate skill sets, from ineffective development to incomplete succession planning. But whatever the reason, at its base is execution: getting the right workforce to use its full potential, and to focus that potential on the right things.

At SuccessFactors, we help companies close the execution gap. Our solutions, delivered through an easy-to-deploy, cloud-based platform, help you make significant improvements in workforce alignment and performance that will drive real business results.

Are you ready to start closing the execution gap? Learn more about why SuccessFactors' BizX suite is unique:

The Evolution: Software as a Service [➔](#)

The Revolution: Business Execution [➔](#)

Getting Started on BizX [➔](#)

¹ Corporate Strategy Board Research: Measures that Matter

² Norton & Kaplan

³ Saratoga Institute

The Evolution: Software as a Service



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Get the lowdown on [SuccessFactors technology](#), including architecture, applications, and security.

Many companies are already enjoying the benefits of Software as a Service (SaaS) deployment models: lower total cost of ownership, ease of deployment and integration, less time and fewer resources spent on the management and maintenance of applications, and faster innovation. For CIOs, SaaS-based delivery models free up valuable time and resources so they can spend more time on strategic initiatives. In fact, migration

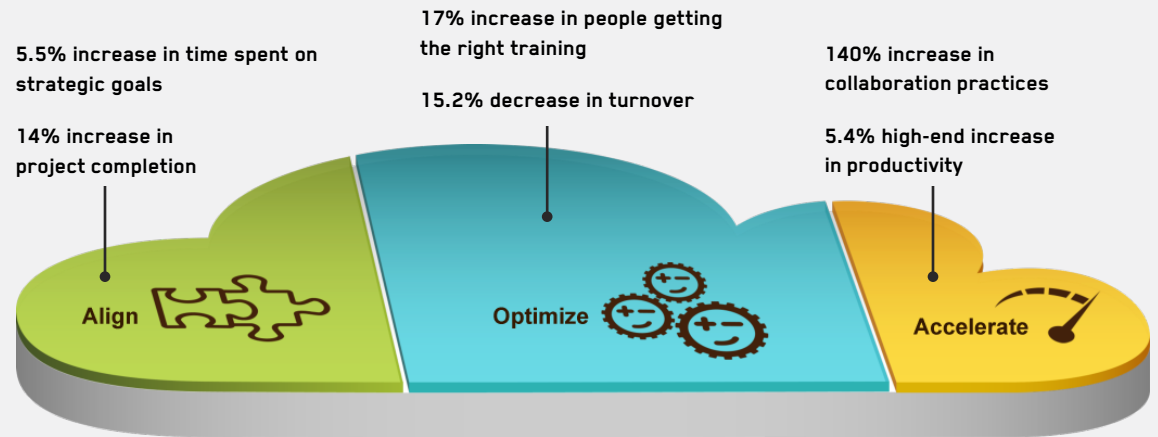
from premises-based applications to the cloud mirrors the CIO's evolution from being primarily focused on technology maintenance and procurement to providing strategic services that accelerate productivity, innovation, and growth for the organization.

SuccessFactors has delivered its BizX suite of applications as a service – in what we call the “BizX Cloud” – since the company was founded over a decade ago. Today, SuccessFactors has more than 3,500 customers, including leading companies such as Coca-Cola, Siemens, and GM. In fact, we have 15 million users running in the BizX Cloud – the most users of any business software cloud on the planet, and

more than all our major competitors combined. Our largest customer deployment supports two million users.

So we're big on SaaS. And while we see SaaS as an important evolution in how business applications are delivered and consumed, we look at the ways in which these applications are used as the real revolution – for the industry and for our customers.

The Revolution: Business Execution



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Read [client success stories](#) about how SuccessFactors BizX suite improved business results.

SuccessFactors' vision for Business Execution ("BizX") is about helping organizations move beyond automating HR processes to actually aligning, optimizing, and accelerating workforce productivity in a way that drives measurable business results. Rather than just delivering legacy technology as a service to improve operational efficiency,

SuccessFactors takes things a significant step further by helping organizations understand, measure, and act upon workforce data to move the business in the right direction. Our actual impact shows that we are succeeding.

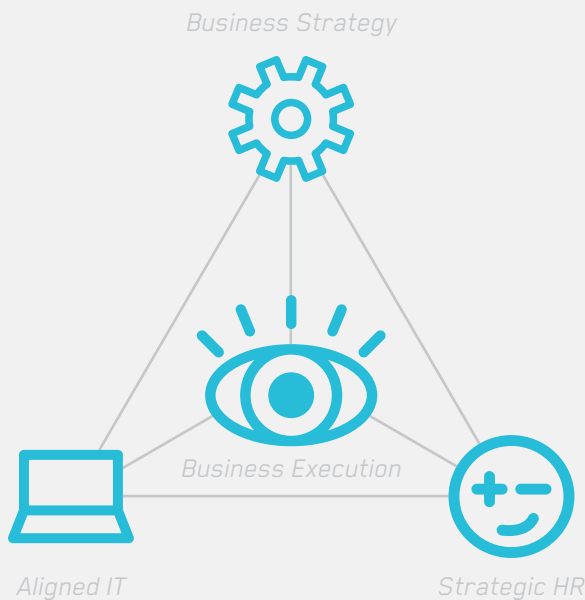
SuccessFactors BizX suite allows you to measure execution in a number of

ways, from calculating revenue per employee across business lines, to comparing your workforce productivity to your competitors', to measuring the speed at which projects are completed. When our customers gain insight into and improve these elements of execution, they produce better business results – results such as 1% topline

revenue growth, 5% greater productivity, and lower recruiting costs due to a 15% decrease in employee turnover.

At SuccessFactors we view closing the execution gap as a revolution in helping companies achieve their goals.

Getting Started on BizX



How can companies start improving business execution? The first step is to recognize that business execution is a shared responsibility – no one group can do it itself. Rather, business execution requires involvement and collaboration from business leaders, IT, and HR.

Business leaders need to articulate both an overall strategic vision and the key performance indicators and metrics linked to realizing that vision. Without this clarity it's impossible for employees to know what to align with and focus on. IT leaders also have a critical role: providing options for investments that support strategic goals. IT leaders are in the best position to know what solutions and tools exist in the marketplace, and also what has not worked in the past.

HR leaders need to understand the strategy and translate it into appropriate workforce processes and performance measurements, from recruiting people with the right capabilities to identifying and rewarding those who contribute to meeting strategic goals.

Adopting a business execution solution shouldn't devolve into endless requirements gathering and provider presentations. Rather, finding the right solution and business execution partner is a relatively straightforward four-step process. The keys: keeping strategic goals front and center while identifying providers and solutions that can deliver workforce and technology solutions supporting those goals.

- 1 Agree on strategic goals**
- 2 Establish cross-functional business, IT, and HR team**
- 3 Research and evaluate proven solutions**
- 4 Initiate vendor dialogues**

The SuccessFactors Business Execution suite: Transforming your business by transforming your workforce

SuccessFactors Suite and Platform Support End-to-End Business Execution



The last few years have seen rapid changes in what companies need to achieve peak performance. IT and HR teams have found themselves at the center of many of these changes. Initially, that meant using various applications to automate or streamline processes. But managing and integrating a broad application portfolio, even one made up of best-of-breed applications, takes a lot of company time, expertise, and money – and

many companies are still left with gaps in critical workforce areas. That's why an integrated solution suite such as SuccessFactors BizX was designed to support a broad range of related business processes and activities. Modular, scalable components are designed to work together without expensive rework or interface development. Our BizX suite consists of nine integrated solutions that enable

business execution across the employee lifecycle, and help companies achieve three objectives central to closing the execution gap:

Aligning employees with the right goals ➔

Optimizing workforce performance ➔

Accelerating results using analytic and collaboration tools ➔

And we deliver these integrated solutions on a secure, flexible platform that incorporates social/mobile capabilities.

Align Employees with the Right Goals

“The SuccessFactors solution has helped us guarantee that individual targets are aligned with those of the business, that they’re communicated clearly to employees – and that individuals have the skills to achieve them. In short, it has helped us to build for success.”

– SVP HR, Hilti

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[Goal Management](#)

[Performance Management](#)

[Workforce Planning](#)

SuccessFactors BizX solutions help drive alignment across your organization by breaking down your strategy into a series of goals, cascading them to every employee in the company, and then tracking progress against those goals. This ensures that your people are aware of the company strategy – and working on the right things to support it.



GOAL MANAGEMENT helps everyone understand where the company is headed and how their roles and performance contribute to company success. By making goals and workflows visible, and providing tools that reinforce goals and progress, SuccessFactors Goal Management software helps your employees work as a cohesive team.



PERFORMANCE MANAGEMENT software not only enhances and expedites employee review and calibration with online tools; it helps you identify your best workers across teams and geographies and develop clear, objective feedback that can increase workforce performance.



WORKFORCE PLANNING will only become more important as a whole generation nears retirement, carrying the very real risk of talent shortages. Effective planning tools like those offered by SuccessFactors can help companies plan for workforce changes, ensuring that they have the right talent to execute business strategy.

Aligned goals, sharp focus, and ongoing accountability can make the difference between lackluster and stellar business performance. SuccessFactors BizX enhances each of these aspects, better aligning your workforce with your strategy.

Optimize Your Workforce

A Right Management survey found the average cost of replacing a bad hire usually costs 50% of the hire salary (and, for some positions, multiples of the salary).

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Next, SuccessFactors helps you optimize workforce performance with the broadest and deepest set of talent management solutions out there. Our solutions help you find the right people; get them in the right roles; and reward, motivate, and develop them into future leaders.



Many HR professionals need innovative ways to improve **RECRUITING** and yield of world-class talent. Our Recruiting solution includes a complete marketing platform, plus easy-to-use social/mobile management tools. This end-to-end recruiting system helps companies find the best people, increase engagement with candidates, and analyze the effectiveness of recruiting programs.



Well-developed and well-executed **COMPENSATION** strategies, including pay-for-performance, can mean the difference between retaining great employees and suffering serious skill deprivation. SuccessFactors tools allow you to quickly and easily optimize your budget and establish a clear link between compensation and performance.



Employees embark on their **LEARNING** journeys with different learning objectives and styles. Accordingly, the SuccessFactors Learning solution blends formal, informal, social, and extended learning. Our holistic Learning solution includes content management, reporting, and analytics capabilities that allow you to synthesize learning, business, and employee performance data to optimize learning ROI.



Robust, proactive **SUCCESSION PLANNING** can ensure continuity when a key employee leaves or new organizational goals require rearranging skills. By helping companies continually identify, develop, and retain talent at every level, SuccessFactors can help you build bench strength and make the most of the talent you have.

The SuccessFactors BizX suite supports a full set of mobile devices and functions – so employees can access learning, and HR leaders and managers can use workforce performance solutions, wherever they are.

Accelerate Business Results

“Analytics themselves don’t constitute a strategy, but using them to optimize a distinctive business capability certainly constitutes a strategy.”

– Thomas H. Davenport and Jeanne G. Harris,
Competing on Analytics: The New Science of Winning

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[Workforce Analytics](#)

[Collaboration \(Jam](#)

[Technology\)](#)

[Core HR \(Employee Central\)](#)

The SuccessFactors BizX suite includes a unique set of analytic and collaboration tools designed to help executives, HR managers, and employees understand what’s going on and where they can turn for answers. It’s the only out-of-the-box solution that tells you what questions to ask, why they matter, and how you’re doing. You’ll deliver actionable, quantitative insights to your business leaders that are easy to understand and consume, and contain insights that can catalyze for positive change in the business.



WORKFORCE ANALYTICS helps companies identify trends, understand their root causes and variables, and decide what to do about them. We combine key talent data with information from third-party systems to provide a complete view of the workforce. Data and insights generated with the Workforce Analytics solution help organizations act with confidence when developing strategic workforce initiatives.

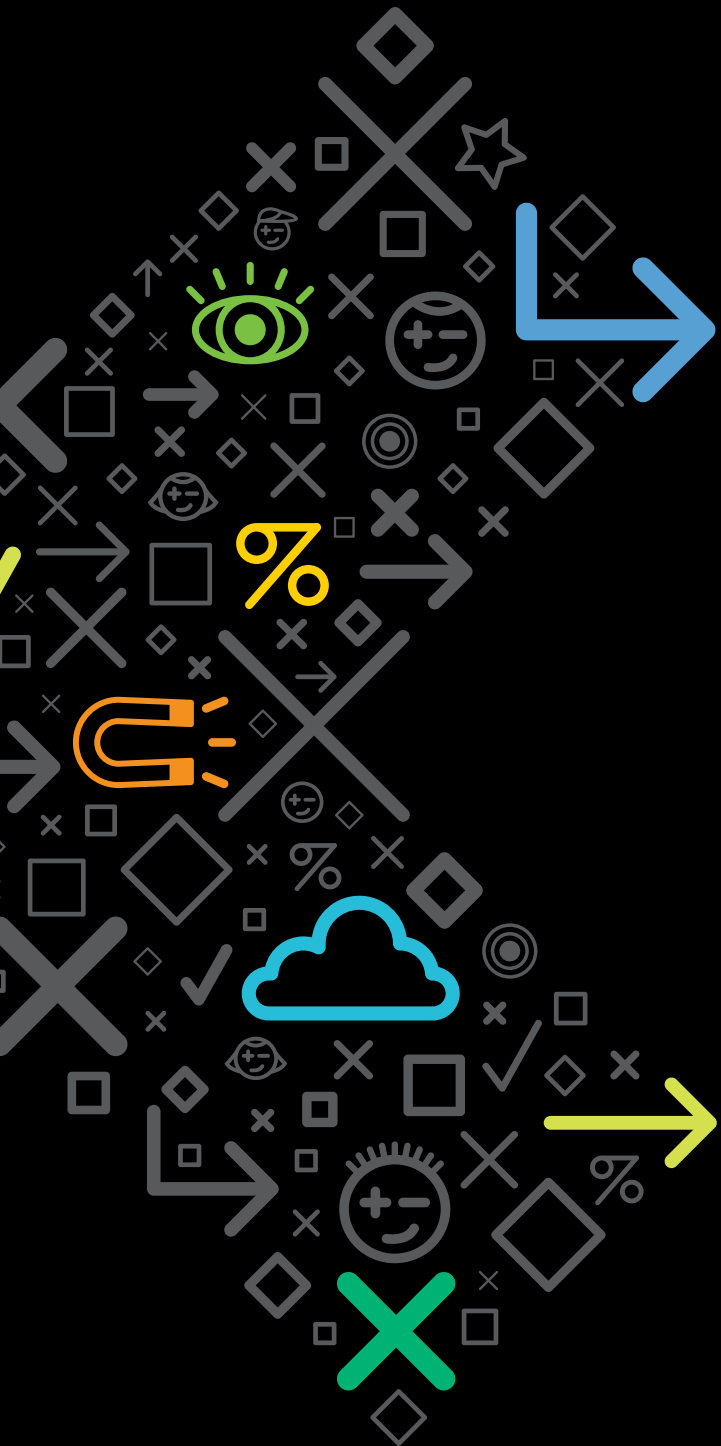


COLLABORATION (JAM) is a social discovery platform that engages employees and makes collaboration and content sharing more efficient. Jam supports a variety of HR processes from streamlining onboarding to extending training through communities of learners who have enrolled in the same class.



CORE HR (EMPLOYEE CENTRAL) is a next-generation core HR solution, and the foundation of the BizX suite. Strategically minded HR and IT teams know that accurate employee data can affect business results. Employee Central’s integrated, intuitive tools capture employee, organizational, and talent data in one solution on a social, collaborative information management platform – one that integrates with on-premise and cloud applications including ERP, payroll, time and attendance, and benefits solutions.

SuccessFactors BizX suite delivers the tools and insights that help your company maintain and increase its momentum, moving faster toward achieving the business results you expect.



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.

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