Transform HR with SAP

The Business Value for HR with
SAP SuccessFactors, SAP Fieldglass, SAP
Leonardo and the Broader SAP Portfolio

McLaren SFSF Spotlight Customer Video

Hear how SAP has helped transform the HR function at McLaren Technology Group end-to-end. Using SAP SuccessFactors Recruiting has enabled them to minimize transactional activities, do trend analysis to gain insights into the type of people they are recruiting, as well as gain a single source of truth into their pool of talent.

White Paper Background and Key Definitions

The information outlined below will help you understand the contents of this value proposition white paper. It gives details on the objective and scope of the paper. Key definitions are also provided.

DELIVERABLE OBJECTIVE

Provides information on the value in moving from an on-premise HCM system to SAP SuccessFactors, SAP S/4HANA, Cloud/ Line-of-Business (LoB) Applications, SAP Leonardo solutions and the broader SAP Portfolio.

KEY DEFINITIONS

Within the **process and sub process deep dives**, there is detailed content in table format articulating the following:

Typical Pain Points

Major customer HR and business challenges.

Current State with HCM on Traditional Database

HR capabilities that are available on a traditional database.

Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities

Capabilities shipped with the latest release of SAP SuccessFactors and SAP Fieldglass solutions.

SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities

Capabilities shipped with the latest release of SAP S/4HANA, including applications that are optimized for SAP Leonardo, such as Resume Matching.

Also, cloud/ LoB solutions that can be integrated with the above mentioned solutions and provide business value.

2018 Planned Innovations*

New functionalities planned for 2018 releases of SAP solutions.

Business Benefits

Key value drivers that are impacted by the adoption of SAP Cloud/ LoB solutions, SAP S/4HANA, and SAP Leonardo.

With the **value proposition section**, all quantified benefits are conservative, estimated improvement ranges tied to the top value drivers. They are based on SAP benchmark data for cloud/ LoB solutions, extensions, and enhancements that can drive value. Keep in mind that these benefits should be used as a guide. We recommend working together to assess your current maturity and the value of moving to SAP S/4HANA, cloud and LoB solutions, and SAP Leonardo to develop a personalized business case.

Last Update

SAP SuccessFactors recently released the Q4 2017 release.

SAP Fieldglass released version 2017.30 in November 2017.

SAP S/4HANA 1709 release. All Leonardo capabilities are highlighted in bold.

*Detailed road map available on SAP.com

(customer login required)

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Agenda

〰️ HR in a Digital Economy

TRANSFORM HR WITH SAP

HR has been transforming for many years, focused traditionally on topics like automation, efficiency, and direct access to HR data and services for individual employees. Technologies and strategies that have supported these initiatives include human resource management systems (HRMS), talent management, employee self-service, and manager self-service. However, a new and expanded HR transformation is underway, led by cloud capabilities including mobile and continuous upgrades, as well as the availability of new digital technologies like machine learning and artificial intelligence. These capabilities are enabling HR to reimagine new ways of delivering HR services and strategies throughout the organization. Whereas the traditional view of HR transformation was all about doing existing things better, the next generation of HR transformation is focused on doing completely new things.

These new digital aspects of HR transformation do not replace the existing focus of automation and efficiency. They work hand in hand and, in many cases, digital technologies can further augment automation. Digital approaches are becoming increasingly important, and a digital HR strategy must be a key component of HR's overall strategy. Not only do they hold the promise of new capabilities that can help HR build a workforce for the future and improve decision-making and effectiveness, they are, simply put, expected. Every person interacts with digital technologies daily, and every person in the organization is a potential user of HR systems. HR system experiences that are based on consumer grade digital experiences will help engage every worker, inspiring them to do their best and helping them turn every organization's purpose into performance.

Predict Workforce Outcomes

Analyze data patterns and identify future challenges and risks like employee flight risk and ability to source critical skills

Suggest and Recommend

Transform data and metrics into personalized suggestions and recommendations that improve decision-making

Network and Collaborate

Facilitate knowledge sharing and improve teamwork across distributed working environments

Interact using Natural Language

Encourage ongoing and continuous use of HR systems and processes with voice recognition, messenger apps, and chat bots

Multi-channel Workforce Management

Streamline processes for finding, engaging and managing external workers and services providers for access to critical skills and greater business agility

HollyFrontier

With SAP® SuccessFactors® solutions, HollyFrontier now has a unified and flexible HR platform. Employees at all levels have deeper insight into HR, employee career planning, goal-setting, and performance management are now delivered through consistent and structured HR practices resulting in increase in employee engagement and a stronger company.

"With SAP SuccessFactors solutions, we can easily connect, report, and measure our talent, and align resources with our business priorities."

Phillip Vick, Director of Business Applications, HollyFrontier Corporation

Mohawk Industries Inc.

Mohawk is making smarter decisions about employee lifecycles with SAP SuccessFactors solutions. Mohawk gained an integrated, up-to-date overview of the entire 34,000-employee workforce, boosted employee productivity, and unlocked major cost savings by standardizing on a global solution.

"We wanted an easy-to-use, efficient, end-to-end, integrated HR management solution that we could run in the cloud. SAP SuccessFactors solutions suite was the only one that ticked all of these boxes."

Jana Kanyadan, Chief Information Officer, Mohawk Industries Inc.

SAP HR VALUE PROPOSITION SUMMARY

SAP SuccessFactors and the entire SAP suite of solutions enables companies to drive a Digital HR Transformation and deliver new and innovative solutions to meet the rapidly evolving business needs, turning promise into purpose.

Turning Purpose into Performance – Build the Workforce of the Future

Shifting demographics and a shrinking pool of skilled talent ready to meet the digital needs of the future require a new approach to build the workforce of the future. To win today, you need the best talent at their full potential – and that means connecting them to your company purpose. Because purpose drives people, and people drive business performance. HR needs to deeply know their talent, assess areas of risk and be a leader in attracting, developing and retaining critical talent. This can only be achieved through a clear digital HR strategy which brings together forecasting business needs with the tools to assess, analyze, predict and develop the talent for the future.

Deliver a Great Employee Experience

The employee experience starts the minute you engage with the organization as prospective talent until long after leaving. The employee experience is more than the User Interface, it is the ability to create a personalized, engaging experience, meeting their needs and facilitating their career, while providing consumer and modern experiences to help them get their work done more effectively – and more productively.

Increase access to Accurate Data, Dashboards and Analytics for True Business Intelligence

HR has become a key stakeholder in driving the business, SAP SuccessFactors provides HR and business data access to make informed or even predictive decisions, allowing the business to increase productivity, profitability and improve employee engagement.

Simplify and Standardize HR and Shift from Process to People Management

Standardize HR processes and reimagine a simplified approach to traditional HR processes with a cloud-based, comprehensive suite of applications that includes core HR , payroll, talent and analytics. In addition, innovations like Intelligent Services shift the HR focus from transactions to developing programs for enabling the entire workforce, including contingent workers.

### Increase Agility and Efficiency to Meet Changing Business Needs

A Digital HR Strategy enables the ability to quickly respond to business changes while ensuring excellent performance and a great user experience. The SAP HR suite of solutions powers digital strategies by offering the ability to leverage leading practices, innovation through an extensive, open and connected platform and hundreds of innovative partner-developed apps that extend beyond the SAP capabilities. Embedded machine learning and artificial intelligence helps to guide, suggest and predict trends and make recommendations to improve decision making.

Manage the Total Workforce

Organizations need to manage not only their full-time and part-time employees but also their external talent, as the rising number of external labor has a growing impact on culture, workplace experiences and business outcomes. Integration between SAP SuccessFactors and SAP Fieldglass enables total workforce management, breaking down silos between HR and procurement, and allowing complete visibility and control over critical processes for all talent.

SAP's Digital Business Framework for HR

SAP solutions enable organizations to drive business value across their end-to-end digital value chain
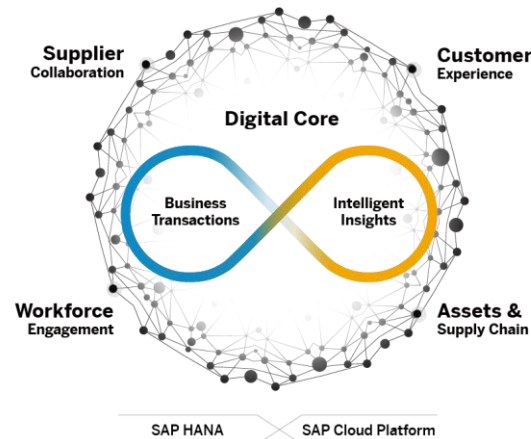
SUPPLIER COLLABORATION

SAP Ariba

Ariba Solutions for HR
* Employee order purchasing integrated with employee data to drive cost control and order tracking

WORKFORCE ENGAGEMENT

SAP SuccessFactors

SAP SuccessFactors Suite and Services:
* Employee Central Core HR
* Employee Central Payroll
* Employee Central Service Center
* Employee Profile for Transparency and Collaboration
* Recruiting and Onboarding
* Performance and Goals Management
* Compensation Management
* Succession and Development
* Learning Management
* JAM for Social Collaboration
* Workforce Planning and Analytics
* Intelligent Services
* Business Beyond Bias

SAP Fieldglass

Contingent Workforce Management
* Guided work sourcing
* Worker review and selection
* Rate management and automation
* Worker onboarding, management and offboarding
* Time and expense tracking
* Invoice, discount and taxation
* Analytics and reporting
* SAP Fieldglass Live Insights
* Integration with SAP SuccessFactors for total workforce management

SAP Concur

* Employee Travel and Expense Management integrated with payroll
* Duty of Care through Locate. Active monitoring of employees for disaster recovery
* Integration with Recruiting to reimburse candidate travel and accurately track cost per hire
* Relocation management for travel and expense

S/4HANA DIGITAL CORE

SAP

S/4HANA and SAP Leonardo for HR
* Integration of HR and business data for optimal business efficiency
* Innovation platform through SAP Leonardo provides agility to meet unique business needs
* Single, integrated HR and Finance platform streamlining processing and enabling data-driven decision making

SAP Cloud Platform

SAP Cloud Platform for HR
* Access SAP SuccessFactors App Center for hundreds of innovative partner-developed apps that extend the existing capabilities

CUSTOMER EXPERIENCE

SAP Hybris

Hybris Solutions for HR
* Advanced ecommerce engine leveraged to optimize external learning programs by offering flexible payment options and integration with global finance/ tax systems
* Integrated external learning platform bolstered by omnichannel customer experience platform, yielding increased revenue via delivered Design, Content and Search Optimization components

End-to-End Business Scenarios

Achieve better business results and hone a competitive edge by fully empowering, engaging, and developing your talent. Simplify talent management so HR professionals can proactively act, easily measure, and clearly communicate talent results and business impact. And by understanding the needs of your multigenerational, global, and increasingly contingent workforce, you can create a work environment that supports varied levels of experience and promotes a culture of continuous learning and development.

ATTRACT AND ACQUIRE

- Source, engage, and hire the world's best talent with line-of-sight analytics to provide intelligence and guidance along the entire process – from sourcing and candidate experience to applicant and offer management
- Ensure that recruiting gets the best talent in the door effectively and quickly and manages to engage new hires by connecting them with the right people and content, starting before the first day

IDENTIFY AND GROW

- Manage employee and contingent worker performance effectively and create a workforce that clearly understands the strategic business objectives and can adjust course quickly as business needs evolve
- Ensure strategy and goal alignment, continuously improve workforce performance through ongoing coaching and feedback, and accurately evaluate and recognize top talent
- Build up intellectual capital by continuously cultivating the next generation of employees

EDUCATE AND DEVELOP

- Improve business results, boost productivity, and increase organizational competitiveness by providing a clear, personalized path to enriched workforce skills and leadership development
- Empower employees to take control over their career development and growth so you can accelerate the advancement of your talent and maximize their value to the organization
- Engage employees and encourage enterprise mobility with intelligent career pathing and suggested roles
- Accelerate development and foster growth with intelligent mentoring programs
- Link development goals to learning activities to accelerate learning and create a pool of ready-now successors

PAY FOR PERFORMANCE

- Ensure strategy and goal alignment, continuously improve workforce performance, and reward top talent and high performers accordingly
- Instill a true pay-for-performance culture by tying employee performance with rewards, and improve employee engagement by ensuring fair, objective compensation decisions with calibration tools
- Compensate contingent workers for actual time and milestones completed
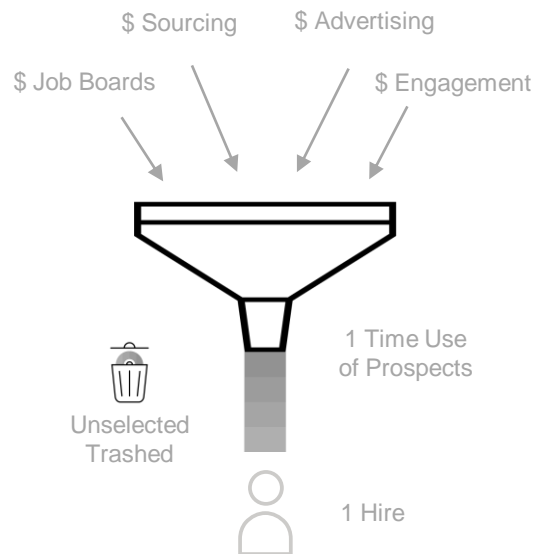
MANAGE WORKFORCE

- Move beyond automating processes, reducing costs, and ensuring compliance to building value-based relationships with every member of the workforce – engaging all talent to collaborate in new ways using consumer-style tools and social HR
- Enable every member of the workforce with easy-to-use tools that facilitate contribution to business goals

Reimagine Attract and Acquire

Candidates today can present themselves and/or are targeted through an unlimited number of sources and channels. Often some of the best candidates are not even actively looking for job opportunities. Whether a 'ready to switch' jobseeker or a targeted top prospect, today's talent won't tolerate a painful recruiting process. This reality demands a focus on the candidate and thinking about new ways to attract and acquire the best talent. SAP SuccessFactors helps organizations along their entire talent acquisition journey—sourcing candidates across the globe, engaging and nurturing top candidates, and simplifying the hiring process with state of the art tools. Onboarding begins before day one, connecting new hires to peers, content and resources for better engagement and faster time to productivity.

Traditional HCM / Legacy Systems

- Requisition-centric process
- Reactive
- High cost of candidate acquisition
- Longer time to hire
- Lower quality of candidate
- Onboarding is a compliance tool

$ Sourcing $ Advertising
$ Job Boards $ Engagement

Unselected Trashed

1 Time Use of Prospects

1 Hire

The New World With SAP

- Candidate-centric process
- Proactive
- Lower/optimized cost of candidate acquisition
- Shorter time to hire
- Higher quality of candidate
- Onboarding is a strategic system to accelerate people, processes and productivity

Social Media
E-mail Past App.
Ongoing Contact
Apply See Jobs
LinkedIn
Multiple Hires
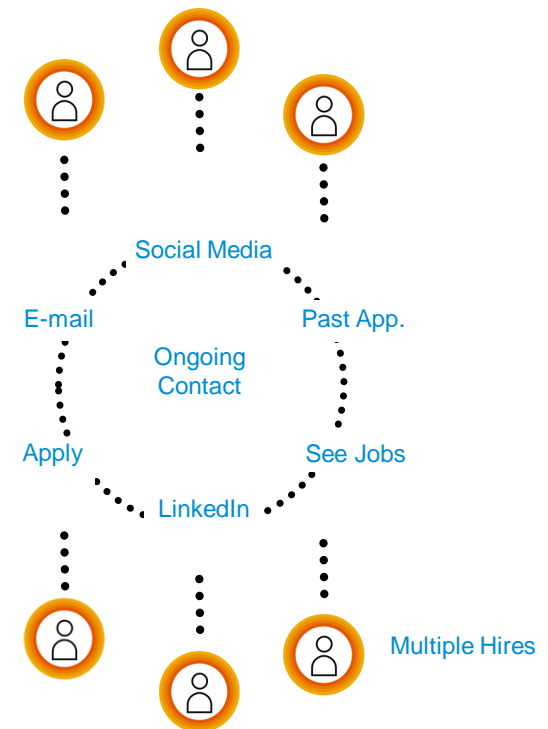
TOP VALUE DRIVERS | Reduce Time to Hire | Reduce Cost per Hire | Faster Time to Contribution

Reimagine Identify and Grow

A critical part of talent management is dealing with the reality that while all employees are valuable, some are more valuable than others. Companies that invest in employees considering their relative contributions significantly outperform companies that treat employees as though they were all equal. The use of consistent, transparent methods to assess employee contributions is a key factor affecting perceptions of justice and equity. Traditional methods used to identify and invest in talent are plagued with problems associated with bias, inequity, and politics. Companies need solutions that enable them to more effectively identify and assess employees based on their true contributions and potential in way that makes employees feel valued, included, recognized, and fairly treated.

Traditional HCM / Legacy Systems

- Focused on formal titles and roles
- Secrecy, politics & mistrust
- About forms and evaluations
- Subjective opinions & assumptions
- Biased & unfair
- Archaic
- Complex
- Ineffective

The New World With SAP

- Focused on impact & contributions
- Transparency, clarity & trust
- About conversations and shared values
- Clearly communicated decision making
- Inclusive & equitable
- Modern
- Personal
- Measurable

TOP VALUE DRIVERS | Better identification of Talent and Allocation of investments | More inclusiveness and Equity | Reduce Bias | Reduce Turnover

Reimagine Educate and Develop

The world of business is changing faster than ever. A company's long-term success does not depend on what it does today, but on how quickly it can adapt to what it must do tomorrow. People's innate capacity for learning lies at the heart of organizational agility. Traditional HR practices that focused on formal training programs are too slow to work in a world of constant change. What is needed are solutions that unleash the development capabilities of the entire workforce in real time. Modern cloud technology allows companies to reimagine development by creating online learning communities, making development resources and relationships widely accessible, and giving every employee the power to realize their full potential.
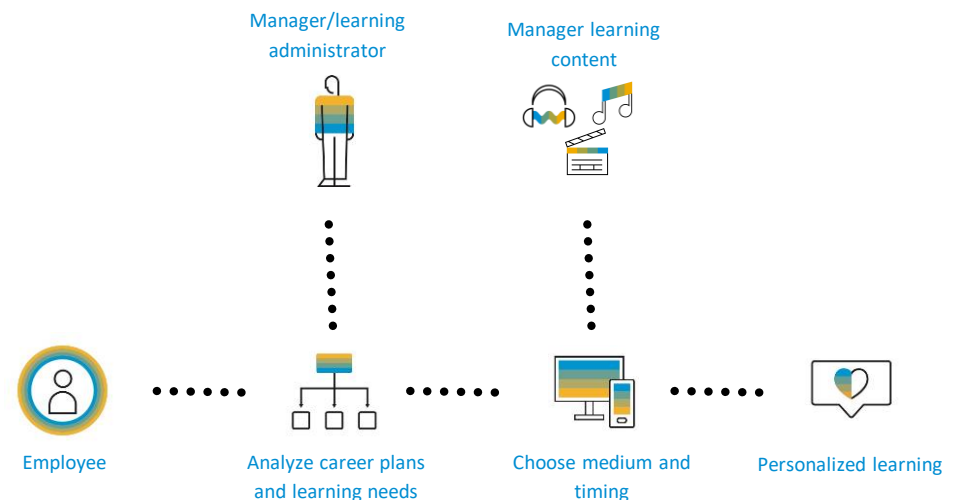
Traditional HCM / Legacy Systems

- Structured and rigid
- Calendar driven
- Static and impersonal
- About courses and certifications
- Focused on the few
- Top-down directed
- Classroom based
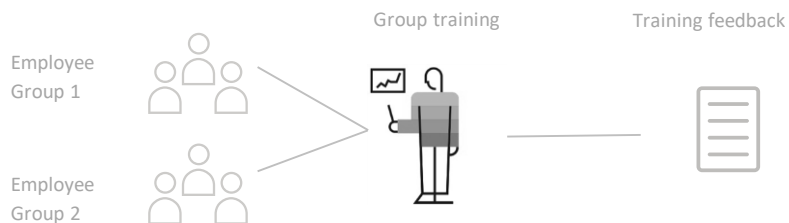
The New World with SAP

- Networked and dynamic
- Operations driven
- Social and tailored
- About sharing ideas and active collaboration
- Available to all
- Employee empowered
- Mobile first

Group training

Training feedback

Employee Group 1

Employee Group 2

Manager/learning administrator

Manager learning content

Employee

Analyze career plans and learning needs

Choose medium and timing

Personalized learning

TOP VALUE DRIVERS — Accelerate Learning | improve Targeting of Training | Increase Employee Engagement | improve Training Mix | Reduce Training Costs
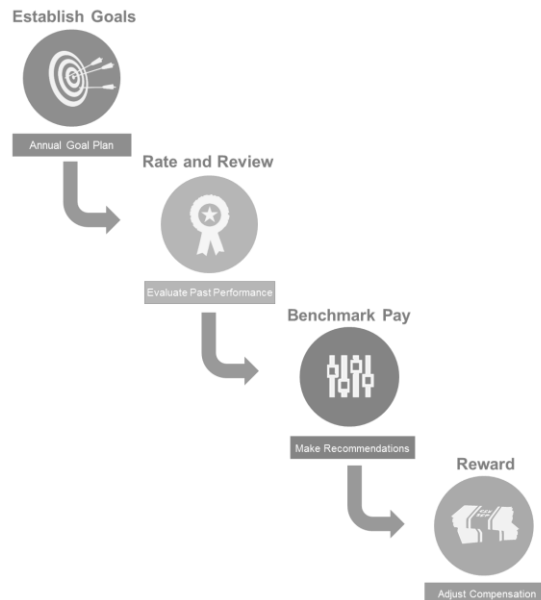
Reimagine Pay for Performance

The concept of pay for performance is central to the compensation philosophy found in most companies. When done well, pay for performance drives employee engagement, development, and productivity. But traditional performance management processes have failed to achieve this goal and are widely viewed as demotivating, inefficient, and ineffective. By leveraging the power of social and mobile cloud technology, SAP solutions enable customers to create more engaging and continuous performance management processes that replace forms and ratings with meaningful conversations and fair and effective decisions.
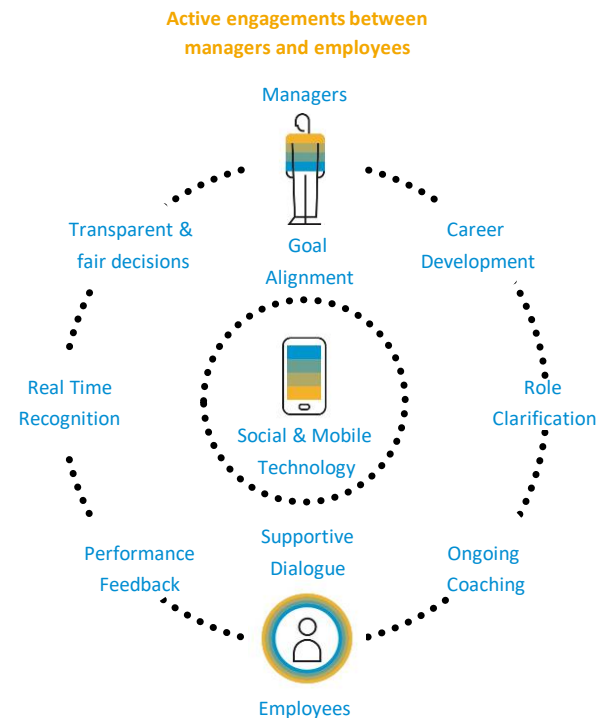
Traditional HCM / Legacy Systems

- Process driven
- Event based
- Backward looking
- Focus on control and compliance
- Perceived as bureaucratic and ineffective

Establish Goals
Annual Goal Plan

Rate and Review
Evaluate Past Performance

Benchmark Pay
Make Recommendations

Reward
Adjust Compensation

The New World with SAP

- **Conversation driven**
- **Integrated into work**
- **Forward looking**
- **Focus on coaching and recognition**
- **Perceived as efficient, equitable, and engaging**

Active engagements between managers and employees

Managers

Transparent & fair decisions

Goal Alignment

Career Development

Real Time Recognition

Social & Mobile Technology

Role Clarification

Performance Feedback

Supportive Dialogue

Ongoing Coaching

Employees

TOP VALUE DRIVERS

| Increase Productivity | Reduce Turnover | Increase Employee Engagement | Reduce Time Spent on Manual Activities |

Reimagine Manage the Workforce

The new HR mandate is moving beyond automation, reducing costs, and ensuring compliance to connecting people with your company's purpose and inspiring them to perform at their best. SAP SuccessFactors solutions, along with SAP Fieldglass solutions, SAP Leonardo capabilities, and SAP S/4 HANA, helps HR elevate from an administrative function to a strategic imperative driving phenomenal business results.

Traditional HCM / Legacy Systems

- Hierarchical and top down
- Delivery on checklists and compliance
- Days or weeks to prepare reports
- Reactive, and long lead times for changes
- Manual, one-way feeds to other systems
- Low-value transactional efficiency in silos
- IT lens on user engagement
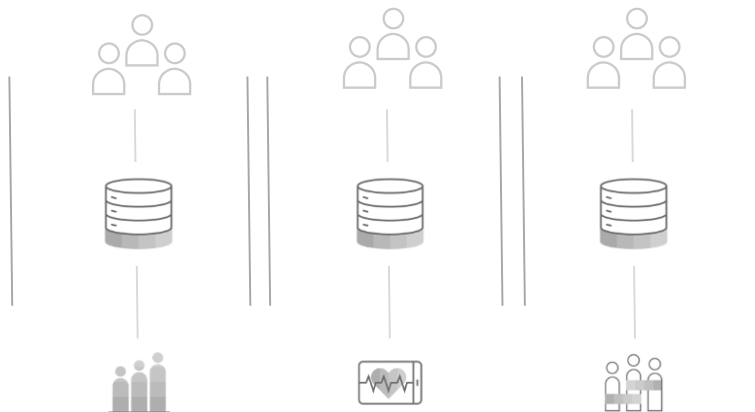
The New World with SAP

- One core HR hub for entire workforce – employees and contingents
- Essential to users based on role
- Focus on effectiveness
- Agile, flexible, and integrated
- Scaling of unique experience
- Metrics that matter
- Acting global by being local
- Real-time collaboration and automated intelligence
- Platform to enable evolution and change

Diversity & Inclusion

Human Capital Analytics
Workforce analytics | Workforce Planning

Talent Management
Recruiting | Onboarding | Learning | Performance & Goals | Compensation | Succession & Development

Core HR and Payroll
People and Transactions | Organizational Management | Benefits | Shared Service for HR | Payroll

Time and Attendance Management
Time Tracking | Absence and Leave Management

Total Workforce

Health & Wellbeing

TOP VALUE DRIVERS

Enhance Employee and Manager Self-service   Increase Employee Engagement   Reduce HR Cost   Improve Productivity with Real-time Processing

Reimagine Manage the Workforce: External Talent Management

Streamline the process of identifying, procuring and managing a flexible workforce, thereby enhancing organizational agility with SAP Fieldglass.

Traditional ERP / Legacy Systems

- Resources requests over emails / phone sans formal sourcing strategy

- Manual, time-intensive candidate review and selection

- On-/Off- boarding processes are manual and ad-hoc, and at the hiring manager's discretion

- Manual time entry, limited visibility into work completed, and paper-based invoicing

- Spreadsheet-based reporting for current external workforce and limited visibility into data

The New World With SAP

- Standardized templates, pre-approvals, and routing to preferred suppliers

- In-platform hiring streamlines candidate comparison, interview scheduling and worker selection

- Systems-driven on-/off- boarding processes ensure compliance, clarity, and control

- Web-based time and expense management, visibility into work completed, and automated invoicing

- Powerful reporting and analytics for better workforce planning and optimization opportunities
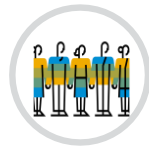
TOP VALUE DRIVERS

Improve Compliance Savings Across External Workforce	Lower External Workforce Cost	Improve External Workforce Quality

HR CAPABILITIES

Outlined below are the primary capabilities for HR where value can be achieved through SAP SuccessFactors, SAP Fieldglass, SAP Leonardo and the broader SAP Portfolio.

Core HR, Payroll, and Time and Attendance

- People and Transactions
- Payroll Processing
- HR Shared Services
- Time & Attendance
- Contingent Workforce

Workforce Agility and Employee Experience

- Extensibility
- Business Beyond Bias
- Employee Experience
- Collaboration

Talent Management

- Recruiting
- Onboarding
- Performance and Goals
- Compensation
- Succession & Development
- Learning

Human Capital Analytics

- Workforce Planning
- Workforce Analytics

Core HR, Payroll, and Time and Attendance Deep Dive

Typical Pain Points	Current State with HCM Suite on Traditional Database	Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities	SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities	2018 Planned Innovations	Business Benefits
• Lack of a coherent global, local strategy and management process to handle total workforce visibility and needs • Inefficient candidate comparison • Lack of visibility into external workforce and ability to properly manage resources • Complex taxation especially when work is completed across multiple roles and geographies	• External labor processes are managed outside ERP	• SAP Fieldglass integration with SAP SuccessFactors for total workforce management • Guided external talent acquisition process • Live Insights, machine-learning-powered market benchmarks • Automate invoicing, taxation and discounts based on location of work delivered • Robust analytics and reporting tools that help identify program trends and anomalies • Worker onboarding, management and offboarding	• **Flight risk for identifying at-risk talent** • SAP Fieldglass invoice integration with SAP S/4HANA • Fiori App for Service Entry Sheet	• Engage talent across multiple channels easily through platform • Machine learning-based resume matching and candidate ranking • Combination of tenure and rate management for external workers	• Crucial and actionable insight into the total workforce • Mitigate risk by better managing compliance to government regulations and corporate policies • Increase external workers meeting goals and objectives • Maximized engagement, collaboration, and productivity across all talent by applying HR practices and talent selection processes to external workforce

• HR is bogged down with time-consuming tasks that divert resources away from growing and supporting business
 	
• Many transactions are still manual
 	
• Processing transactions is not intuitive, requires training, and has limited role-based permissioning that requires manual intervention
	• Workflows that must be updated by IT – costly and time consuming
	
	• Very basic localization capabilities like time zones and currencies with some configurable fields like address and phone
		• Easy configuration and greater flexibility
		
		• Role-based permissioning to ensure only the correct people see data and transactions
		
		• Translation into various languages
		
		• Monitoring of local regulatory changes, and updating of data fields and formats that adhere to:
		  • Legal requirements
		  • Local best practices
		  • Compliance and statutory reporting
			• Ability of line managers to perform ad hoc analysis on headcount changes and other on-the-fly calculations
			
			• Access to application center for hundreds of innovative partner-developed applications that extend the capabilities of SAP SuccessFactors solutions
			
			• Built-in integration to the portfolio of SAP solutions to connect HR to the broader business, such as SAP Digital Boardroom
				• Replication of time account balances, integration of SAP SuccessFactors Employee Central benefits
				• Enhanced collaboration tool support, verification of employee identity
					• Delivery of better insight for better decision-making, workforce planning, team engagement, and satisfaction
					
					• Improved employee engagement by freeing up time previously spent on transactional activities
					
					• Reduced HR cost by setting up standard HR administration systems on a single, global platform

Workforce Agility and Employee Experience Deep Dive

Typical Pain Points	Current State with HCM Suite on Traditional Database	Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities	SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities	2018 Planned Innovations	Business Benefits
• Highly customized HR platforms that hinder the ability to quickly adapt to business changes	• Future changes requiring IT development efforts are costly and time consuming to respond to change • Typical view of HR as having lower priority than business changes, resulting in long change cycles	• Extension center that allows HR administrators to build and run simple extensions without need to code, delivering differentiating business processes • Intelligent services center to configure and customize intelligent service events • Consumer-style experience, integration of LinkedIn profile in people profile • Local compliance around the world • Total workforce visibility that enables better workforce planning to establish right mix of talent for the business	• Visualization and financial impact of headcount plans and optimized headcount spend in real time by integrating SAP SuccessFactors solutions and SAP S/4HANA with SAP RealSpend solution • Built-in integration to the SAP portfolio of products to connect HR to broader business, including expense management, candidate travel, employee risk management, and job analyzer	• Central place to view and manage all HR process flows for all intelligent services events • Suitewide embedded analytics, search analytics, and infographics • Additional insight panel metrics, next-generation analytics technology (predictive analytics and machine learning), and embedding SAP Analytics Cloud into SAP SuccessFactors solutions to upgrade reporting and analytics across the suite	• Decrease cost through elimination of custom development and upgrade expense • Reduce HR cost • Increase responsiveness to changing business needs
• Difficulty uncovering hidden bias in talent management programs	• Multiple HR and talent platforms, and manual processes that limit the ability to fully analyze HR processes that may inadvertently have hidden biases	• Help organizations craft effective, competitive job descriptions and eliminate unconscious bias in recruiting • **Provide calibration support to help ensure consistent, equitable standards in evaluating performance, potential, and promotion eligibility**	• **The SAP Resume Matching application based on SAP Leonardo machine learning offers intelligent candidate screening and matching features that helps discover the best applicants faster**	• Expanded workflows with additional talent processes, "open" mentoring programs, and calibration alerts to prevent bias	• Reduction in time to hire • Improvement in employee engagement • Reduction in reputational and financial risk

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Workforce Agility and Employee Experience Deep Dive

Typical Pain Points	Current State with HCM Suite on Traditional Database	Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities	SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities	2018 Planned Innovations	Business Benefits
• High rate of workforce burnout • Organizations' inability to lower healthcare costs, retain and engage employees, and create a culture of healthy individuals who perform at their best	• One-size-fits-all wellness programs that focus on physical health of employees • Multiple talent systems, limiting the ability to assess talent risks and opportunities • Multiple disconnected talent systems that do not effectively share information, limiting talent insights	• Health and well-being resources for workforce, providing educational "unplug and recharge" content from Thrive Global, an Arianna Huffington company • Castlight, a health benefits platform that engages employees to make better healthcare decisions • Virgin Pulse, a mobile-first behavioral change platform that delivers a personalized user experience, utilizing gamification to engage users in building healthy habits across all areas of well-being, from nutrition to sleep to financial well-being	• Natural language search and voice to access relevant information across the enterprise	• Wearables as well as an increased focus on the link between wellness and productivity	• Increase employee engagement • Improve human capital ROI • Optimize health and well-being spend
• Inability to collaborate across functions and regions	• Collaboration through e-mail and shared locations • No social tools to share information and experiences across the organization	• SAP Jam, the social collaboration tool that provides an easy, intuitive way for employees to share learning, increase engagement, and foster teamwork	• Bringing HR processes into the environment through chatbots that interact with messaging and text solutions such as Slack and Microsoft Teams		• Increase employee engagement • Reduce training costs through user-generated training • Improve project management

Talent Management Deep Dive

Typical Pain Points	Current State with HCM Suite on Traditional Database	Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities	SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities	2018 Planned Innovations	Business Benefits
• Inability to effectively convey employer brand and poor sourcing methodologies that lead to ineffective talent pools • Difficulty in attracting candidates without mobile capabilities • Reactive recruiting practices and talent shortages that put company at a disadvantage	• Recruiting systems that tend to be limited to applicant tracking and lack complete applicant marketing and mobile capabilities	• Integrate the ability to attract candidates with the SAP SuccessFactors Recruiting Marketing solution by forming applicant pools and communities • Enable strategic recruiting by eliminating administrative processes such as job postings and freeing up administrative resources for more strategic work • Provide a consistent candidate experience with adaptive, real-time career sites that work across all devices • Augments skills and increase flexibility with access to multichannel workforce	• **Enable greater recruiting functionality for contingent workers with SAP Resume Matching, an application that is powered by SAP Leonardo**	• Additional rules support and LinkedIn middleware integration • Candidate relationship management • Country/language support for diversity and inclusion • Next-generation recruiting marketing analytics with SAP Analytics Cloud • High-volume and mass hiring	• Reduce cost per hire • Increase candidate quality • Decrease administrative work • Improve recruiter efficiency • Reduce time to fill
• Too much time spent on evaluating past performance and not enough time on impacting future performance • Performance conversations that are not linked to development • Lack of tools to help employees address development needs • One-size-fits-all process that makes it difficult to adapt to organizational and cultural diversity	• Learning management systems that are not connected to performance review process	• Use of employee check-in and one-on-one to drive steady improvement in performance and constant alignment to business goals • Full integration between competency-based performance management and learning catalog to deliver recommendations for appropriate training • Accurate measurement of the value and impact of employees, identifying and rewarding top and high performers • Objective, fact-based decisions about performance and compensation with calibration tools	• **Machine learning helps to identify and suggest development recommendations based on past user experience**	• Expanded continuous performance management workflow • Integration with spot awards • Role-based continuous performance management • Learning recommendations - providing personalized learning recommendations based on employee's individual interests, history, job profile, and collaboration • New 360-degree experience including mobile	• Reduce training spend • Improve alignment of performance needs and training solutions • Enhance employee experience • Increase employee engagement *(continued next page)*

Talent Management Deep Dive

Typical Pain Points	Current State with HCM Suite on Traditional Database	Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities	SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities	2018 Planned Innovations	Business Benefits
• Inability to foster a strong learning culture • Learning content in multiple formats and locations • Expensive and time-consuming classroom training	• A user experience that is suboptimal and lacks access to open content network • Inability of the system to suggest learning based on an employee's specific needs and characteristics	• The system recommends and delivers on-demand learning in the employees' preferred language • The learning experience is enhanced by providing consumer-grade experience in how the employee consumes content and also what they consume, that is macrolearning and microlearning, open content network, and so on	• E-commerce capabilities through integration with SAP Hybris solutions to drive increased B2B and B2C for customers leveraging the learning management system (LMS) to their customers	• Learning recommendations - providing personalized learning recommendations based on employee's individual interests, history, job profile, and collaboration • Continued enhancements to mobile learning and learner experiences	• Increase employee productivity by creating learning communities that provide a platform for engaging courses and expert discussions • Increase employee engagement by providing employees ways to continuously develop, learn, and accelerate their career • Reduce training expense
• Lack of global talent transparency • Succession planning that is often paper-based and done as an event versus an on-going process • No transparency to total workforce, both regular and contingent workers	• Multiple global HR information systems and separate talent management systems (recruiting, learning management, compensation, and so on) • Management of contingent workers through disparate vendors with little to no transparency to cost	• Succession management with visual identification of risk and opportunity areas for key talent • Global HR transparency • Deep analytics to identify talent risk areas • Integrating full-time and contingent workforce data through SAP SuccessFactors and SAP Fieldglass solutions to enable deeper talent insights and potential reduction in overall total workforce costs • **Calibration alerts to support "Business Beyond Bias"**	• Workforce planning modeling capabilities aligned with business growth plans and financial projections • **Resume matching based on SAP Leonardo Machine Learning capabilities to help find and assess the best applicants for a job faster**	• Next-generation career planning including development catalog, continuous skills and competency development, integration of mentoring and continuous performance management tools, succession reporting, and KPI dashboards	• Increase internal promotion rate, driving employee engagement and retention • Reduce cost to attract contingent labor

Human Capital Analytics Deep Dive

Typical Pain Points	Current State with HCM Suite on Traditional Database	Workforce Engagement – SAP SuccessFactors and SAP Fieldglass Solution Capabilities	SAP S/4HANA, Cloud/ LoB Solutions, and SAP Leonardo Capabilities	2018 Planned Innovations	Business Benefits
• Inability to accurately forecast and address the risk of talent shortage • Complex HR and talent data that often comes from multiple sources and systems, making it difficult to have a holistic employee view	• Generic planning tools • Disparate sources of data • Partial solutions that focus only on operational scheduling, for immediate shift and project work	• Operational headcount planning • Fills vacancies and gaps today based on current and next financial year • Encompasses entire workforce • Offers micro-view of talent • Provides continuous, live planning based on changing business needs • Strategic workforce planning • Plans for workforce needs in 3+ years based on strategy-driven scenarios • Focuses on critical roles • Enables macroview of talent • Based on strategic planning groups and critical capacities	• Integration of headcount planning function with SAP RealSpend for live financial budget information • Additional analytical capabilities with SAP Cloud Platform and partner applications	• Integration to SAP SuccessFactors Recruiting and SAP Fieldglass solutions • Continued user experience enhancements	• Reduce bad hires • Reduce time to hire • Reduce vacancies in critical roles • Reduce turnover
• Accessing HR data from multiple sources is difficult • Analytics solutions are hard to use for the nonspecialists • Since HR and talent data comes from multiple systems, bringing it all together proves critical to the success of analytics efforts	• Analytics and reporting in a separate business warehousing system with no real-time data update	• World-class framework and methodology including over 2,000 predefined metrics and benchmarks • Role-based, secure, and global • Embedded insights, intelligence, and reporting • "Health check" scorecards • Employee profitability analytics • Workforce diversity and inclusion report	• Extend utilization of HR metrics from SAP SuccessFactors Workforce Analytics by combining data from SAP SuccessFactors sources with other sources to build analytics models in SAP Cloud Platform	• Predictive analytics for identifying flight risk and influencer analysis • Improved support and tools for partner implementations	• Reduce HR cost • Reduce turnover • Reduce bad hires • Reduce time to hire • Improve HR reporting and analytics capability

Digital Priorities in HR

Intelligent Solutions

Digital technologies enable entirely new ways of managing processes and engaging the workforce. SAP SuccessFactors with SAP Leonardo powers digital HR transformation to unlock the full potential of the intelligent enterprise.

Artificial intelligence, machine learning and other advanced digital technologies within SAP SuccessFactors provide individuals with the same digital experiences they get every day through consumer experiences. Intelligent algorithms transform data and metrics into personalized suggestions and recommendations that improve decision-making around successors, compensation plans, hiring candidates and more. Machine learning detects biased language in job requisitions or compensation processes to support diverse and inclusive environments. Embedded intelligence analyzes data patterns and identifies future challenges and risks like employee flight risk and ability to source critical skills.

Natural Language Interaction

Encourage ongoing and continuous use of HR systems and processes with voice recognition, messenger apps, and chat bots.

SAP SuccessFactors' digital assistants empower users and get things done at the speed of thought. Digital Assistants send users what they need, when they need it, and remind them of things they may have forgotten, using natural language via text, gesture or voice. Users can access these capabilities from within SAP SuccessFactors or by becoming part of social collaboration platforms such as Slack or Microsoft Teams, for HR actions they interact with most commonly. Our latest action search paradigm provides a Google-like experience enabling users to search via natural language rather than pre-defined structures across the SAP Portfolio including SAP Concur for booking travel and SAP Ariba for purchasing.

Agile External Workforce Engagement

The way work gets done is changing. Today, top talent is choosing contingent work across all industries. To be successful, organizations need to be able to engage these workers quickly and manage them effectively.

SAP Fieldglass is introducing a candidate connect mobile app that will allow customers to reach out to candidates to inquire about their availability for a given role or project. With the click of a button, candidates can respond and that information will be fed back to the hiring company to help mobilize and deploy in-demand talent faster. In addition, SAP Fieldglass will enable machine learning-powered resume matching to accelerate the process for finding the best fit talent for a role. These capabilities will speed hiring cycle times and increase enterprise agility.

Business-based HCM

To solve today's toughest initiatives and challenges, business leaders need to make decisions based on information and facts as they are created in real time.

With SAP Digital Boardroom, built on SAP Analytics Cloud, this next-generation board portal leverages Lines of Business data from SAP S/4HANA, SAP SuccessFactors and other applications to provide a single source of truth for the company. HR leaders can access real-time HR and cross-company analytics and can track strategic workforce priorities, such as gender and diversity. HR can also perform integrated HR workforce and cross-company business planning, with real-time insight into aligned HR and financial data. It enables business leaders to monitor, simulate and drive change, bringing HR and Finance together, and fueling phenomenal results.

SAP's Value Proposition for HR

STRATEGY ENABLEMENT

- Enable business transformation by quickly reacting to market trends and adjusting the HR strategy
- Build global capabilities supporting talent management optimization
- Connect employees with the company purpose to tap their full potential and deliver more strategic value
- Strengthen total workforce management for improved workforce planning, increased engagement, and maximized productivity

BUSINESS BENEFITS*

- Improved Employee Engagement
- Reduced Turnover
- Reduced Costs
- 17%–25% increase in process efficiency savings with Intelligent Services
- 10%–20% lower talent acquisition costs
- 20%–30% lower total cost of ownership
- 60% improvement in contingent worker quality

Strategy Enablement

Business Benefits

Risk Management

Talent Engagement

RISK MANAGEMENT

- Global, local compliance embedded within platform and updated quarterly
- Transparency into key talent areas to identify retention risk within critical areas and develop succession strategies
- Active monitoring of employees for disaster recovery purposes

TALENT ENGAGEMENT

- Higher employee retention
- More internal promotions as a result of succession management and development opportunities
- Faster user adoption through intuitive, mobile, and engaging experiences
- Greater ability to extend education and other select talent processes to contingent workforce

*Benefits are based on early adopters of SAP or conservative outside-in benefits due to moving from a traditional HCM to enhanced SAP SuccessFactors, SAP Fieldglass and the boarder SAP portfolio. As each enterprise is at a different level of maturity, our recommendation is to work with you to determine the value proposition for your enterprise.

Customers are Achieving Value from SAP
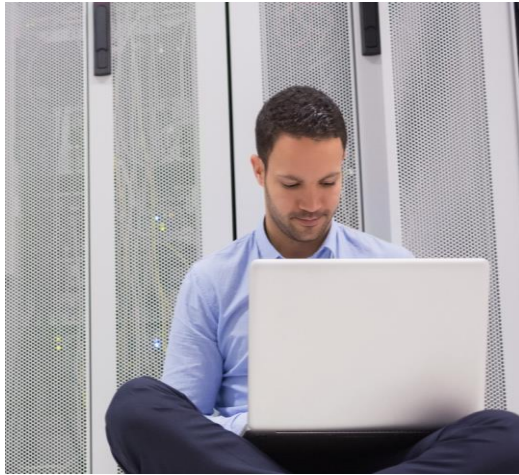
Bonava AB

- **Reduced time to generate HR reports from 3 weeks to 2 seconds**
- **Provided 100% digitized HR processes and data quality from day one**
- **Implemented global HR processes from scratch in 8 months**

Bonava needed to establish a new HR and IT infrastructure to prepare for stock-market listing and launch of their new brand. They achieved increased organizational efficiency, achieved greater knowledge sharing and synergies between countries and regions, and have full transparency for the workforce and organizational structures.

Click here for Bonava source reference

Company
Bonava AB

Industry
Engineering

SAP Solutions
SAP SuccessFactors

Customer Web Site
www.bonava.com

Sun Communities Inc.

- **97% reduction in manual processes for new hires**
- **$100,000 annual labor savings by reducing data entry on new hires**
- **100% of paperwork for new hires completed before each employee's first day**

Sun Communities needed to build a foundation for success and make a positive impression on new employees. They achieved this through the SAP SuccessFactors Onboarding solution, which empowered new hires to complete requirements with user-friendly mobile tools. Sun benefited with more time for hiring managers to focus on productivity and customer service. They were also to achieve mass onboarding for the acquisition of properties that is simple, clear, and well organized.

Click here for Sun Communities source reference

Company
Sun Communities Inc.

Industry
Banking

SAP Solutions
SAP SuccessFactors Onboarding

Customer Web Site
www.suncommunities.com

⭐ Customers are Achieving Value from SAP

Siemens AG

- **$17 million in cost savings due to implementing SAP Fieldglass solutions**
- **Gained external workforce visibility and streamlined manual processes**

Headquartered in Germany, Siemens is Europe's largest electronics and electrical engineering company as well as the world's largest provider of environmental technologies.

With a fragmented management process and multiple technologies in use, Siemens turned to SAP Fieldglass solutions to enable visibility into its workforce.

Click here for Siemens source reference

Company
Siemens AG

Industry
Manufacturing

SAP Solutions
SAP Fieldglass

Customer Web Site
www.siemens.com

Your Path to Digital Transformation

Every enterprise is unique, with different starting points and end points. Whether you are starting a net-new implementation or undergoing a digital transformation in an existing SAP solution landscape, SAP can help. We have been working with enterprises of all sizes and in all industries. Based on the depth of our experience, we offer a robust portfolio of services.

Customer Engagement Methodology

No matter which path applies to your enterprise, SAP has a structured four-phase approach to ensure success – executive alignment, value discovery, validation and executive readiness, and value delivery.

For more details, please see the brochure:
Driving Value in a Digital Economy.

SAP Value Assurance Service Packages

Take advantage of SAP Value Assurance service packages for SAP S/4HANA to quickly and safely harness the power of next-generation software and in-memory processing.

For all value assurance packages, and for a successful transition to SAP S/4HANA, please visit Transition to SAP S/4HANA.

SAP S/4HANA Road Map

With a three-year detailed road map, SAP gives customers the transparency to accelerate their transition to SAP S/4HANA. See SAP S/4HANA Road Map.

Start Today with a Trial
SAP S/4HANA Trials

Key Assets for Next Steps on SAP S/4HANA
www.sap.com/s4next

Design the Future with Integrated Systems for Total Workforce Management

Together, SAP S/4HANA, SAP SuccessFactors, and SAP Fieldglass solutions cover the global, integrated, end-to-end hire-to-retire process. Simplify human resource (HR) processes to drive better business results. Find the right talent, develop future leaders, and engage all employees with automated, transparent processes, and a digital HR experience.
SAP for HR

Innovate with SAP Leonardo

The SAP Leonardo digital innovation system makes it easy to innovate with new technologies, integrate them into your business, and scale as your company grows. Get started today with SAP Leonardo

Explore SAP Leonardo Capabilities

Learn more about SAP Leonardo capabilities and see how customers in a variety of industries are using the system to realize the promise of new technologies, such as the IoT and Big Data analytics.

For more details, read the e-book:
SAP Leonardo customer stories

Get an Expert Take on Digital Transformation

Learn how HR can drive digital transformation for the organization from people who have led this journey.

Contact the SAP Digital HR Experience Team for a meeting: dhrxamericas@sap.com.

SAP and Digital Transformation

The line between how we work and how we live is blurring. The workplace will never be the same. Read SAP's point of view on the ways we believe these innovations will cut through corporate cholesterol and impact the workplace here.
Read SAP's HR transformation story within the broader context of SAP's own transformation to become THE cloud company.

Assess Your HR Digital Maturity

Want to understand your HR digital maturity? Click here to participate and see how you compare to peers in real time.

Lay the Foundation for an In-depth Digital Transformation Engagement

Get clear guidance on S/4HANA centric product map through a free self-service for customers and partners.
www.sap.com/TransformationNavigator