

**EY services for
SuccessFactors –
an SAP company**



Driving business results with technology and people

Organizations today are investing in technology to help, measure, retain and develop their largest asset, people. Choosing the right technology is only one step in the process; delivery of the right technical solution is not enough to achieve program launch, stabilization and business benefits. The business must own the solution and feel compelled to use it in the right way. Therefore, the way that organizations choose to deploy that technology and support it going forward is just as important. EY's team of professionals can assist you with this by creating a "leading practice" technology solution deployment that combines global reach and local resources to engage, prepare and ultimately enable your business to adopt the new technology. This will allow you to unlock the true value of your people and see a return on your technology investment to accelerate your business strategy.

Challenges facing HR technology deployments today

Delivering a global framework that's flexible for local requirements

Global consistency and effectiveness are required to elevate HR and Talent Management from a "back office" operation to a strategic component of business operations. Deferring service delivery design and investments in HR and Talent Management technology can lead to unexpected expenditures, as well as operational, financial and reputational risk. Systems and processes need to be flexible enough to accommodate global, local and regional requirements.

Unfamiliarity with cloud deployments

Many organizations have not deployed a large-scale cloud technology that touches every employee of the company. This leads to challenges with understanding the speed in which implementation can occur, as well as a shift in being able to customize everything to more constrained configuration. Compounding the challenge, historically, many companies do not involve talent management functions in the HR and Talent Management system selection, design and implementation processes.



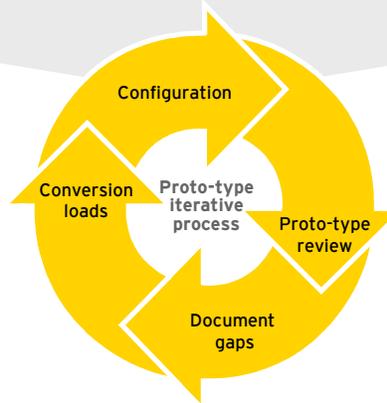
Data management and integration

With on-premise systems, IT organizations have complete control over the data, where it is housed, who has access and how it is maintained. Cloud technology shifts control of where the companies' data is stored, as well as how the data is entered, extracted and, more importantly, who has access. In addition, it must interface with various other systems that are tied to people processes and 401(k), benefits, pension and other employee benefit systems. For some companies, this is a radically different way of thinking about technology, people and data. This results in designing new process governance rules, permissions and other checks and balances.

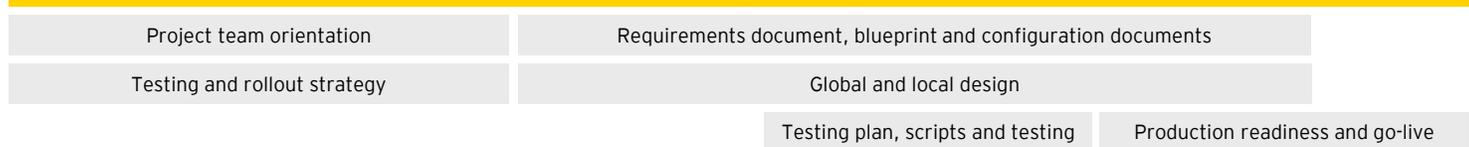
EY services support the full breadth and depth of SAP and SuccessFactors solutions. We help clients innovate how they grow, optimize and protect their businesses by leveraging SAP and SuccessFactors. We provide the path to performance through people, while minimizing disruption to the business and allowing clients to realize value quickly. One such way is through EY's cloud methodology.

The EY cloud methodology

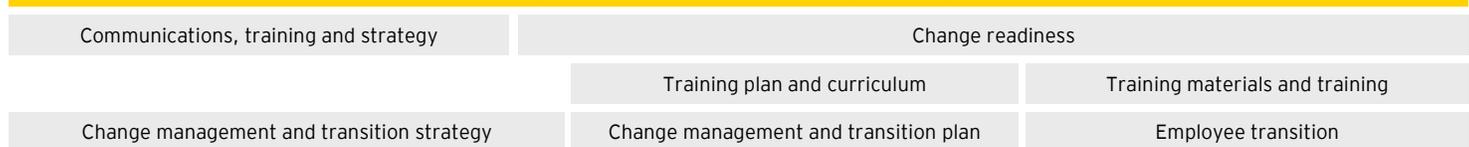
Our cloud methodology provides a robust framework and foundation for a business-driven Human Capital Management (HCM) cloud solution. It combines the agile, execution focus of SuccessFactor's leading business execution software (BizX) and our proven approach to SAP technology implementations. The methodology emphasizes up-front alignment on project goals, scope and priorities as key pre-requisites for a successful implementation. The phased, prototype-focused design allows the process owners to get familiar with product functionality during the early stages of the project, providing the process owners with an early understanding of how the solution will address their business requirements. The design phases leverage EY's repository of leading practice benchmarks and extensive HR process experience to align business requirements with solution configuration, closing the gap between strategy and execution and increasing the time to value.



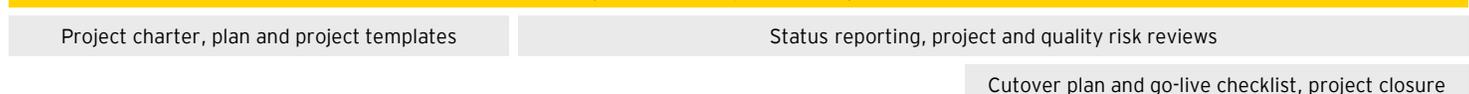
Process, technology and integrations

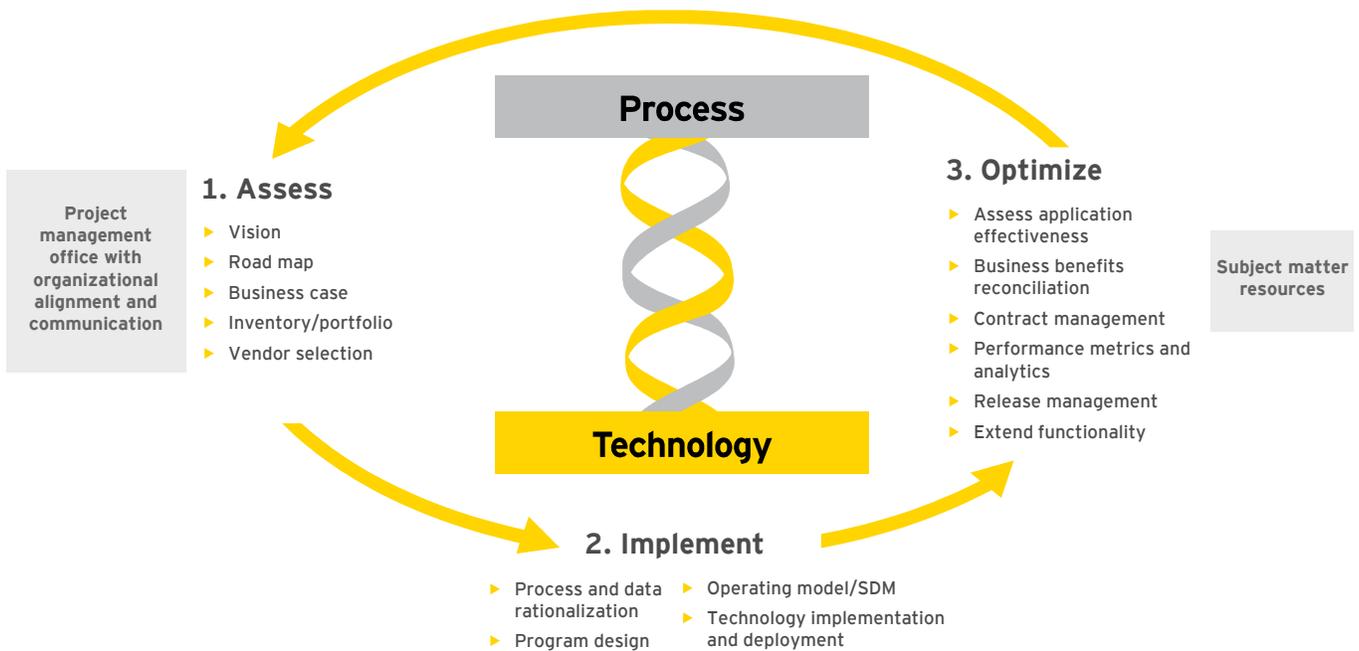


Training, communications and change management



Program and project management





Our integrated technology services for SuccessFactors

EY professionals help companies address and improve technology processes, with a focus on talent management solutions, service delivery, risk and strategy alignment across processes, programs, people and technology. Our service offerings on SuccessFactors include:

- ▶ **Technology business case development** – assist the business on developing and validating the business case for investing in new technologies
- ▶ **Technology process evaluation** – evaluate currently installed technology to realize an optimal process
- ▶ **Quarterly debrief recommendations** – work with the HR teams to validate that the latest SuccessFactors releases are being utilized to their fullest extent to maximize the value that the business is getting for its dollar
- ▶ **HR transformation** – transform HR operations to meet business demands on SuccessFactors’ core HR, talent management, recruiting and learning management solutions from strategy, implementation and sustained improvement through a highly efficient, flexible and technology-enabled HR operating model
- ▶ **Talent management solutions** – design, build, and deploy solutions to address our clients’ talent challenges
- ▶ **HR sourcing advisory and vendor review** – deliver an objective evaluation of vendor capabilities to support our clients’ sourcing strategies and goals

- ▶ **HR data management effectiveness** – assist in defining the data governance framework, data standards and data conduits to enable data-driven HR analysis
- ▶ **HR global infrastructure review** – assist in the evaluation of the current global backbone/WAN for migration to Software-as-a-Service (SaaS)/cloud readiness and execution
- ▶ **HR benchmarking** – evaluate the impact of process and performance improvement initiatives with appropriate use of service level agreements, leading practices and benchmarks
- ▶ **HR process efficiency** – evaluate HR processes and adopt process excellence methodologies to improve efficiencies and process execution on the SuccessFactors platform
- ▶ **HR service delivery diagnostic** – evaluate and recommend alternatives to delivering HR, Talent and payroll vendors and services

Why EY?

When you work with EY, you’ll be working with experienced teams that have a deep understanding of your industry and can drive a plan down through the reporting layers of the organization.

Our global reach allows us to bring together the right talent quickly – across geographies and the services we offer. Our clients benefit from faster response time, consistent quality and multicultural teams that provide diversity of thought, rich experience and a truly global perspective.

We bring significant value to organizations in managing solutions based on SaaS. Our experience with SAP and SuccessFactors in assisting clients with the implementation of cloud-based solutions, whether for the first time or one of many, we have acquired practical insights into what works and what doesn't. Many aspects of SuccessFactors initiatives look very different from traditional on-premise software implementations. The focus on increased business ownership from HR, the overall program governance for a consolidated core system and talent management application, and configuration and customization of a cloud-based solution are all key elements that help define success for SaaS.

Our unique approach for SuccessFactors is a series of design and configuration decisions that can be enabled to support your business requirements:

- ▶ Consider ease of use for the end user, which will affect rate of adoption. You only have one chance to make a first impression, and managing organizational inertia toward more complex decisions is key.
- ▶ Strive toward global design elements that allow flexibility within a defined framework. Significant variance in the talent processes can cause difficulty reaching return on investment.
- ▶ Provide consistent organizational analytics. Many organizations miss the opportunity to gain insights from talent-related data from their new, consolidated, core employee and talent system.
- ▶ Establish a global business process model with flexibility for localization to address country-specific regulatory, legislative and contractual compliance. Standardizing global business processes while engaging local teams during the process design and configuration will help to address interdependencies and minimize rework needed in the future.

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About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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