How To Empower Your HR With The Cloud

September 21, Milan
# Agenda

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How To Empower Your HR With The Cloud

Speakers

Andrea Melis
Human Capital Director
Deloitte

Massimo Villa
SAP SuccessFactors Sales Manager Italy
SAP

Alessandro Landini
Human Capital Manager
Deloitte

Mauro Grassi
SAP SuccessFactors Sales
SAP

Veronica Magli
Human Capital Senior Consultant
Deloitte
Let us get to know you

Please tell us:

- Your Name and Role
- Company
- Where are you on your journey?
- Most importantly - What do you hope to learn?
Digital Transformation: Costruire la Strategia HR del Futuro

Massimo Villa, SAP SuccessFactors Sales Manager Italy, SAP
Andrea Melis, Human Capital Director, Deloitte
The dynamics of the world around us is changing
### Commitment to innovation: 31 years of HCM experience

<table>
<thead>
<tr>
<th>Year</th>
<th>Key Features</th>
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<tbody>
<tr>
<td>1986</td>
<td>SAP’s HR solutions are launched</td>
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<tr>
<td>2001</td>
<td>Employee/manager self-service, E-learning, E-recruiting</td>
</tr>
<tr>
<td>2001-2009</td>
<td>Goal &amp; performance management, Compensation management &amp; variable pay, Succession management, Development planning, Recruiting management, Workforce planning &amp; analytics</td>
</tr>
<tr>
<td>2010-2012</td>
<td>Goal execution, SuccessFactors Employee Central Core HRIS, SAP Jam social software platform collaboration, JAM Collaboration, Learning Management, Mobile, Headlines</td>
</tr>
<tr>
<td>2013</td>
<td>Onboarding, Global payroll, Position Management, Recruiting marketing, Time off management, Skills library, Global Assignments, Meta Data Framework (Extensibility)</td>
</tr>
<tr>
<td>2014</td>
<td>Presentations, SuccessFactors Employee Central Service Center, SuccessFactors Employee Central Global Benefits, Org charting across all workers – permanent and contingent, Visibility in total workforce</td>
</tr>
<tr>
<td>2015</td>
<td>Unified workforce and job/position views across all workers – permanent and contingent, Unified views to existing and potential talent pools, Incorporation into selected talent processes (such as onboarding, learning), Integration into workforce planning/scheduling processes, Document Generation</td>
</tr>
<tr>
<td>2016</td>
<td>Integration Center, Extension Center and Apps, Intelligent Services as Next Gen ESS/MSS, Continuous Performance Management, Recruitment Marketing – Multiposting and Career Site Builder, Operational Headcount Planning, Business Beyond Bias, Fiori UI</td>
</tr>
</tbody>
</table>

**SAP has enabled HR solutions worldwide for > 30 years**

**45+ million SuccessFactors users span 177 countries, with > 15 years of cloud HR experience**

Fieldglass is the undisputed leader in contingent workforce management and is used in 100+ countries

4 releases a year - from 2010 to 2017: Imagine the equivalent in ‘traditional on premise software’
Increasing pace of change in technology

Increasing demand for new skills

Tomorrow’s jobs don’t exist today
The dynamics of how we engage people are transforming ... at an **unprecedented speed**

- **Dynamic workforce**
  - Globalization, contingent workers, people networks, gig-economy, attitudes, definition of employee

- **Technology shifts**
  - Capabilities in artificial intelligence, collaboration

- **Millennial effect**
  - Expect up to date technology, more feedback, training at work

... a paradigm shift
In the face of unprecedented and continuous disruptions, **HR has the opportunity** to take the lead and **deliver sustainable value to the business and the workforce.**
By 2020

90% technology spend driven from outside of IT*

Consumer technology has outpaced the rate of innovation

Business stakeholders have new alternatives – and budgets

IT held back by legacy technology and highly customized on-premise environments

*Gartner
What makes a Digital Transformation Leader?

Key qualities include:

- Providing up-to-date technology to all employees
- Reducing complexity and bureaucracy
- Developing skills and leadership for the digital economy
- Making data-driven, real-time decisions

Digital Transformation Leaders: 16%*

Reasons for customers to move to the cloud?
Create a **sustainable HR** environment

**HR**
- **Change** the way HR serves the business
- **Rethink** and simplify (Core) HR
- **Engage** your workforce

**IT**
- **Keep** pace with technology innovations
- **Make** HRIS as agile as your business
- **Free** up IT resources
2017 Deloitte Global Human Capital Trends

Rewriting the rules for the digital age

What is happening in the market

Deloitte Consulting’s Research

2017 Deloitte Global Human Capital Trends

- 10 key trends uncovered
- We will focus on 6 specific ones today
The organization of the future: Arriving now

As organizations become more digital, they are shifting from designing to actively building the new organization.

- 11% believe they understand how to build the organization of the future.
- 94% say “agility and collaboration” are critical yet...
- 73% experimenting with collaboration tools, however only 8% using organizational network analysis (ONA).
- 6% are highly agile today.

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The employee experience: Culture, engagement, and beyond

Organizations are leveraging pulse feedback and self-service tools to design the integrated employee experience.

- **22%** are excellent at building a differentiated employee experience.
- **23%** believe their employees are fully aligned with the corporate purpose.
- **14%** believe their internal processes for collaboration and decision making are working well.
- **10%** are using design thinking as part of crafting the employee experience.

Deloitte and Facebook, “Transitioning to the future of work and the workplace,” November 2016

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Performance management: Play a winning hand

Organizations have radically changed the way they measure, evaluate, and recognize employee performance.

Capabilities to implement performance management have improved by 10% since 2015.

The focus has shifted from talking about people to talking with people in open conversations.

Agile goal management, check-ins, and continuous feedback are becoming common; new models of evaluation and rewards are next.
Leadership disrupted: Pushing the boundaries

The leadership gap has become larger; organizational capabilities to address leadership dropped by 2%. Very important or important digital leadership required shifts in how leaders must think, how leaders must act, and how leaders must react.

- 72% developing new leadership programs focused on digital management
- 5% feel they have strong digital leaders in place
- 78% feel they have strong digital leaders in place
HR leaders are being pushed to help drive the organization to “be digital” not just “do digital”.

HR is being asked to help lead the digital transformation in 3 areas:

- **Digital workforce**: 56%
- **Digital workplace**: 73%
- **Digital HR**: 33%

56% are redesigning their HR programs to leverage digital and mobile tools.

33% are using some form of artificial intelligence (AI) technology to deliver HR solutions.

73% Very important or important
People analytics: Recalculating the route

People analytics is becoming a business function focused on using data to understand business operation, and embedding analytics into real-time apps and the way we work.

- 15% have broadly deployed HR and talent scorecards for line managers.
- 8% report they have usable data.
- 9% have a good understanding of which talent dimensions drive performance.
- 71% agree that analytics are shifting from push to pull.
Resulting Technology Trends
The HR Technology market is not just evolving core HR applications, there are many other capabilities and impacts fueling this digital transformation.

<table>
<thead>
<tr>
<th>Software as a Service</th>
<th>SaaS holds the potential to redesign HR delivery and IT architecture to accelerate the delivery of talent strategies, revenue growth, and operational excellence. Multi-tenancy SaaS adds cost-efficiency and scalability.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting the Digital Workforce</td>
<td>Today’s Digital Workforce expects mobile access to HR information and transactions and tools that support collaboration and social connection.</td>
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<tr>
<td>Fewer Best of Breeds</td>
<td>Though some best of breed solution will continue to be necessary, companies are focused on migrating to an integrated solutions that maximize the user experience.</td>
</tr>
<tr>
<td>More Flexible Integration</td>
<td>Flexibility differentiates the vendor. High levels of configurability and simplified integration are essential for both SaaS applications and on-premises applications.</td>
</tr>
<tr>
<td>DIY as an option</td>
<td>Development technologies and options have improved dramatically, enabling some high-performing organizations to rapidly design, build, and deploy point solutions.</td>
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<tr>
<td>Robotics Process Automation</td>
<td>Intelligent software is now enabling the automation of time and resource consuming processing. Much of the early work here is happening in HR to reduce the manual burden on employees and HR</td>
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</table>
## The journey is shown to pay off
But, what’s right for you and where do you start?

### Be Strategic
If it doesn’t make HCM more strategic to the business, don’t do it
- Don’t bring your OnPremise mess to the cloud
- Don’t assume the same process that worked yesterday is relevant today
- Look for innovation in your solution and the technology supporting it
+ Go digital wherever possible
+ Target upstream and downstream systems that negatively affect your HR processes/systems

### Focus on Moments that Matter
Everything else is “table stakes”
- Balance ‘vanilla’ with strategic goals. What is your business telling you about the priorities to set?
- Your culture is not multi-tenant. Fit that into your solution.
+ Work with an integrator that understands your business priorities and how to make it happen in SAP SuccessFactors
+ Look for innovation in your solution and the technology supporting it
- Think outside of HR, to the business disruptors impacting the environment
- Seek opportunities to share HR information across the business vertical
- Do not isolate HR process and data to just HR.
+ Work with a platform that allows YOU to innovate too, not just the provider.
+ DIY on a platform that supports end-to-end business visibility

### Platform is king
Change is constant. Move with it.

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SAP SuccessFactors: Quello che ogni cliente on-premise deve sapere

Massimo Villa, SAP SuccessFactors Sales Manager Italy, SAP
Empowerment and support
Supporting you through your journey

Evaluate
Cloud Strategy

Assess
Business Case

Implement
Business Outcomes

Run
Admin & Support

Optimize
Learn & Share

Expand
Adopt

Community
1. Evaluate – cloud strategy

SaaS is similar, but not the same
SAP product lines for HCM

Investment direction

**SAP ERP HCM**

> 14,000 customers

Innovation investments focused primarily on User Experience and Localization across Core HR and Payroll processes

Mainstream maintenance guaranteed through 2025

**SAP SuccessFactors**

> 7,000 customers

Most innovation investments are focused here to *re-think and re-imagine HCM*
SAP ERP HCM
Simplifying HCM processes and user experience

Landing pages:
UI Lanes for efficient navigation

Payroll Control Center:
Real-time insight into payroll processes

Fiori-based ESS and MSS
SAP SuccessFactors simplifies the complexity of HRIS

* Modeled example
SAP SuccessFactors product strategy
Incorporating digital concepts into HCM

Continuous
Encourage usage as part of everyday work life; **create an “all-in” workforce**

Intelligent
Use **data** to intelligently suggest, recommend, and guide

Extensible
Quickly realize **new ideas**; easily incorporate ideas from others

**User Experience:** Browser, Mobile, Conversational
SAP SuccessFactors
Unsurpassed breadth and depth across all HR processes

<table>
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<tr>
<th>Human Capital Analytics</th>
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<tbody>
<tr>
<td>Talent Management</td>
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<tr>
<td>Recruiting</td>
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<tr>
<td>Onboarding</td>
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<tr>
<td>Learning</td>
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<tr>
<td>Performance &amp; Goals</td>
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<tr>
<td>Compensation</td>
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<td>Succession &amp; Development</td>
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<table>
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<tr>
<th>Competencies</th>
<th>Skills</th>
<th>Best Practices</th>
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<table>
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<tr>
<th>Core HR</th>
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<tbody>
<tr>
<td>Employee Recordkeeping</td>
</tr>
<tr>
<td>Shared Services</td>
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| Technology: | Secure | Integrate | Extend |
Leading industry analysts rank SAP-SuccessFactors as a leader across all strategic HCM functions including the 2017 Gartner Magic Quadrant for Talent Management Suites.
Examples of customers coming from SAP ERP HCM to SuccessFactors

Cloud Core HR customers

<table>
<thead>
<tr>
<th></th>
<th>Q1 2016</th>
<th>Q1 2017</th>
<th>y/y growth</th>
</tr>
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<tbody>
<tr>
<td>NoAm</td>
<td>331</td>
<td>426</td>
<td>29%</td>
</tr>
<tr>
<td>EMEA</td>
<td>445</td>
<td>675</td>
<td>52%</td>
</tr>
<tr>
<td>LatAm</td>
<td>149</td>
<td>230</td>
<td>54%</td>
</tr>
<tr>
<td>APAC</td>
<td>193</td>
<td>361</td>
<td>87%</td>
</tr>
<tr>
<td>Total</td>
<td>1,118</td>
<td>1,692</td>
<td>51%</td>
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</table>

+51% EC Customer Growth vs. 2016.

Recent Customer Wins

- Continental (Germany)
  155,000+ Employees
- Microsoft (USA)
  114,000+ Employees
- Faurecia (France)
  103,000+ Employees
- Bilfinger SE (Germany)
  Approx. 56,000 Employees
- Doosan (Republic of Korea)
  41,000+ Employees
- Cintas (USA)
  35,000+ Employees
  Considered but did not select Workday
- Vodafone (UK)
  130,000 Employees

Example customers
2. Assess - Get your business case right
It’s a business application, not an IT project…
SAP SuccessFactors HCM Solution
It's a **business application**, not an IT project…

Leverage **HR data** from permanent and external workers … with select data from talent and business apps … delivering **unprecedented business insight** to improve:

- **Decision making**
- **Workforce engagement**
- **Business performance**
Designed for People
Intuitive, user friendly with anywhere, anytime secure access

Actionable, intuitive and personalizable to enable and engage the workforce

Automated and streamlined HR processes equals greater employee adoption

Mobile first
Collaborate, work and deliver value anywhere, anytime

15 seconds tasks

Proven user adoption and improved employee productivity resulting in revenue growth by 2-5%
SAP SuccessFactors
Mobile & JAM help companies bring HR closer to their employees so they are more engaged, more productive, and much smarter about the way they work.
Performance & Goals
Continuous performance management engagement summary

- Single, easy place to view for team members
- See activities, feedback, achievements automatically receive potential
- Quick, visual assessment of engagement level
Learning
Personalized Recommendations

- Machine learning-based engine will provide 'smart' recommendations specific to each employee – based on job, skills, learning preferences, etc.
- Mobile support ensures convenient, easy learning
- Employee-centric; They control their learning.
Supporting the world through a local lens

- Localized countries (43 for payroll): 82
- Regulatory updates in solutions annually: 1500+
- Languages: 42
- Global data centers, including Russia and China: 10
- Countries supported: 175+
Reporting & Insights
Embedded Insights, real-time information where and when your managers need it

- Single-click, in-line analytics from any page in suite
- Contextually aware, immediately relevant
- Based on live transactional data for all customers - Workforce Analytics not required

![Performance Review](image-url)
HR processes are often complex

- Multiple systems
- Multiple geographies
- Multiple kinds of events
- Require a lot of manual work = High Expense

Imagine if intelligent, adaptable software could fill the gap?
Events start in SAP SuccessFactors and span multiple systems
3. Implement – business outcomes
the power of many
SAP SuccessFactors approach
Power of Many, not a “single platform”

Build
Innovate existing solutions, extend with new capabilities

Acquire
Acquire unique and targeted capabilities that complement our existing solutions

Partner
Team with a selected number of best-in-class vendors

Extend
Facilitate and encourage an ecosystem

No single vendor can own a monopoly on innovation
Where to start, how to get there?

Whatever your starting point and strategy, SAP is enabling your digital workforce transformation with key scenarios to **extend your current investments** with **new possibilities** in a high-return, low-risk approach.

1. Talent Hybrid
2. Side-By-Side
3. Core Hybrid
4. Full Cloud
Digital Workforce Transformation
Proven options for SAP HR on premise customers

SAP ERP HCM
- Time & Attendance
- Payroll
- PA & OM

Business and Users Core HR satisfied?

Yes - Expand
- Need Talent
  - Talent Hybrid
- And/or
  - Local HRIS burning / RoW consolidation
  - Side-By-Side

No - Replace
- Keep Payroll and T&A on-premise
  - Core Hybrid
- Move all to cloud
  - Full Cloud
Cloud deployment models

1. Talent Hybrid
   - Talent Workforce Analytics

2. Side-by-Side
   - Talent Analytics
   - Personnel Admin. (PA) & Org. Mgmt. (OM)

3. Core Hybrid
   - PA & OM Talent Solutions
   - Workforce Analytics

4. Full Cloud
   - PA & OM Payroll
   - Talent Solutions
   - Workforce Analytics

Productized Integrations

- Time & Attendance
- Payroll
- PA & OM
- ERP
Productized integrations
Designed, built, delivered, and maintained by SAP and leading partners

SAP Solutions

- SAP ERP
- SAP S/4HANA
- SAP Fieldglass
- SAP Hybris
- CONCUR

Our Partners

Benefits
- BenefitsFocus
- thomsons
- AON Hewitt

Time & Attendance
- WorkForce Software
- KRONOS

Payroll
- NGA
- ADP
- bsi
- API-USE

Recruiting & Onboarding
- CEB
- DocuSign
- solique
- First Advantage
- Kenexa

Platform
- Active Directory
- LinkedIn
What differentiates SAP SuccessFactors integrations?

Where all the competition has data integration we deliver **End-to-End** integration.

This means:

1. **Data Migration**
2. **Process Integration**
3. **Monitoring Tools**
Integration enables digital end-to-end business processes

Why SAP is better with SAP

HR to Agency:
Job postings

Agency to HR:
Candidate information

External Providers
- Payroll
- Benefits
- ...

Core Business
- Workforce Scheduling
- CRM
- R&D Systems
- Learning
- EH&S

HR Systems
Core HR Talent

Corporate Functions
- Finance
  - GRC
  - Identity Mgmt
  - ...
- Top Management
  - Digital Boardroom
  - Strategic Reporting

Authorities
- Taxes
- Pensions
- ...

HR to FIN:
Payroll postings for cost allocation
FIN to HR:
Cost center data for employee allocation
Implementation toolkits and resources

- Pre-delivered content
- Configuration workbooks with best practices
- Process Library
- Prepackaged integrations and templates
- Training guides and job aids
- Product documentation & installation and user guides
- Project management tools
- Community of peers and resources
- Enterprise grade product features (e.g. Transport Center, Integration Center, etc)
- Data migration & Integration made easy by EC Infoporter

https://community.successfactors.com/t5/Empowerment-Center/ct-p/EmpowermentCenter

https://open.sap.com/courses?lang=en&topic=Human%20Resources
4. Run – admin & support

Consumer grade UX, enterprise grade applications and support
**Supporting the global enterprise with local flavors**

**A complete core HR system of record in the cloud**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Master data and HR processes</strong></td>
<td>Run employee centric HR processes with built-in letter generation, compliance and reporting.</td>
</tr>
<tr>
<td><strong>Position Management</strong></td>
<td>Build, track, and maintain reporting relationships and organizational structures.</td>
</tr>
<tr>
<td><strong>Concurrent employment &amp; Contingent workforce management</strong></td>
<td>Record all types of work assignments for employees and contingent labour</td>
</tr>
<tr>
<td><strong>Global Benefits</strong></td>
<td>Configure and maintain benefits to increase employee satisfaction.</td>
</tr>
<tr>
<td><strong>Time and Attendance Management</strong></td>
<td>Manage employee absences, track time worked.</td>
</tr>
<tr>
<td><strong>Optional: Payroll Processing</strong></td>
<td>Process-driven, accurate, on-time payrolls across the enterprise.</td>
</tr>
<tr>
<td><strong>Optional: EC Service Center</strong></td>
<td>Deliver HR service to employees and managers through multiple channels.</td>
</tr>
</tbody>
</table>
Position Management
Organizational Management
Provide insights into company structures

- Provide transparency by visualizing company structure(s) as views
- Access essential organizational information at a glance
- Enriched by side panel feature and search capabilities
Consumer grade user experience, **enterprise grade admin tools**

Release Center

Extension Center

Payroll Control Center

Intelligent Services Center

Admin Center

Integration Center

2017

Transport Center

Infoporter Center

Picklist Center
Upgradable Center
Admins can learn about and apply solution upgrades

- Read about available upgrades, view screenshots and videos, and link to additional documentation.
- Lists prerequisites of the upgrade, the permissions required to perform the upgrade, and configuration steps you need to take after the upgrade.
- Legal upgrades with Upgrade Center (opt in and regulatory)
- Available upgrades can be “saved for later”
5/6. Optimize & expand – continuous innovation
check, measure and adjust
Optimize: Learn & Share
Value and Innovation in Practice (VIP)

Three Major Types of Events:

- **Webcasts** – customer best practices; product enhancements, administrator tips
- **Customer Success Days** – onsite customer-hosted networking events focused on regions, industries, or solutions
- **Annual Open Houses** – opportunities for customers to visit our offices and meet face to face with Customer Success experts

Collaboration between SAP SuccessFactors, our Customers and our Partners

On-Demand Viewing in Customer Community

Recordings and Toolkits hosted in the “Thought Leadership” section

Maximizing the value your organization receives from your investment in SuccessFactors by providing **best practices** and **networking** opportunities
Expand: Adopt best practices
Community of 45,000 strong, and growing ...

Customers value community for mutual support: **sharing, insights, best practices**

We support **online forums, peer-to-peer discussions** and **VIP events**

Customers influence our focus and road maps through **Advisory Councils**
Trasformazione: Decisioni da prendere su migrazione e integrazione

Alessandro Landini, Human Capital Manager, Deloitte
Veronica Magli, Human Capital Senior Consultant, Deloitte
Key employee central design decisions

The following are some key design decisions that you need to make early in the design phase of the project to avoid project delays:

- Middleware
- Integration simplification versus process optimization
- Position management
- Foundation structures in EC
- Data conversion history
- Guiding principles for workflows
- Employee central and integrated talent module
1. Integration Middleware Tool Selection

The choice of integration middleware is critical as it impacts project implementation time and budget as well as long-term impact on maintenance of the integration platform including development of additional interfaces based on business needs.

<table>
<thead>
<tr>
<th>Dell Boomi</th>
<th>SAP Cloud Platform Integration</th>
<th>SAP PO</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Market leader iPaaS per Gartner report</td>
<td>• SAP’s strategic integration platform</td>
<td>• SAP’s On-Premise integration platform</td>
</tr>
<tr>
<td>• Proven Integration platform for SF EC</td>
<td>• Prepackaged integration templates available. Continue to migrate/build more content</td>
<td>• Pre-packaged content available for Talent-hybrid</td>
</tr>
<tr>
<td>• Pre-packaged templates for SF integration</td>
<td>• Relatively newer iPaaS platform</td>
<td>• SFSF adapter available for EC integrations</td>
</tr>
<tr>
<td>• More mature product</td>
<td>• Part of SF EC Enterprise license bundle</td>
<td></td>
</tr>
<tr>
<td>• Part of SF EC Enterprise license bundle</td>
<td></td>
<td></td>
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</tbody>
</table>

Recommendation

- As part of the assessment, the appropriate middleware technology needs to be picked that provides a) most number of “out of the box” integrations, b) flexibility to integration options and c) scale for the future.
- Dell Boomi is the proven integration platform with standard integration templates, hence if you are interested in minimizing implementation costs then Deloitte recommends the use of Boomi.
- SAP Cloud Platform Integration is SAP’s strategic integration platform for SAP Cloud Customers, hence if you are looking to capitalize on the latest innovation then Deloitte recommends the use of SAP Cloud Platform Integration.
SAP SuccessFactors Employee Central needs to be connected to 3rd party solution providers (i.e. Payroll, Benefits) to render end to end processes. There are several middleware and integration options available to develop integrations within modules and 3rd party vendors.

**Impact**
- The choice of integration middleware is critical as it determines the complexity of development based on what is available “out of the box” vs. custom development. Also, it has impacts to long term maintenance of the integration platform including development of additional interfaces based on business needs.
- Ultimately impacts project timeline and budget

**Options**
- SAP HCI—Prepackaged integration content availability for SF Integration. Less Customization and development efforts. Anticipated SAP support for future third party cloud base application integration
- Dell Boomi—Industry’s 1st PaaS for integration. Proven Integration platform for SF EC Implementations. Graphical flows & mappings. Faster implementation cycle, less customization and development efforts. More mature product that delivers many pre-built integration templates

**Recommendation**
- As part of the assessment, the appropriate middleware technology needs to be picked that provides a) most number of “out of the box” integrations, b) flexibility to integration options and c) scale for the future.
- Dell Boomi is the proven integration platform with standard integration templates, hence if you are interested in minimizing implementation costs then Deloitte recommends the use of Boomi.
- SAP HCI is SAP’s strategic integration platform for SAP Cloud Customers, hence if you are looking to capitalize on the latest innovation then Deloitte recommends the use of HCI.
2. Integration Simplification vs Process Optimization

Integration Simplification represents designing a similar organizational structure in SF for SAP integration purposes, such as using SF Departments as SAP HCM Organizational Units. Process Optimization represents designing foundational objects based on business needs (within the limits of SF).

### Integration Simplification

**Pros**
- Minimizes modifications to current system(s) to maintain integration to downstream systems with SAP
- Less effort and risk to update SAP integration and reports that uses the organizational units and chief

**Cons**
- Stringent organizational structure maintenance protocol must be followed to keep EC and SAP HCM in sync with current SAP HCM design
- Reduces value of SF implementation, i.e. using organizational structure differently than intended in EC design

### Process Optimization

**Pros**
- Maximizes SF functionality for future/end state, aligned with intended EC foundation object design concept
- Provides flexibility to address existing gaps in SAP system with EC functionality

**Cons**
- Change required from existing SAP HCM organizational structure to position to position reporting structure—a significant change/ conversion
- Requires substantial effort to address downstream impact to other systems (i.e. re-designing HRBP security roles, interfaces and reports)

**Recommendation:** We would need to understand the downstream impacts of this change on your on premise SAP ECC system before making a solid recommendation on this topic but historically we have strongly recommended Process Optimization whenever possible.
3. Position Management

Position Management is a flexible tool that allows organizations to track the number, type, and cost of positions in the organizations instead of just tracking the number of people. Its functionality plays a significant part in SuccessFactors Employee Central, where it continues to be further enhanced on a quarterly basis to provide additional functionality and value to customers.

- Decision of how Position Management is implemented can impact the delivery of Global Template, processes and workflows around employment transactions and other HR processes.

- Positions-drive succession management
- Simplify employment transactions and approval workflows
- Structural-based security options
- Track/maintain reporting relationships
- Vacancy tracking
- Validate data integrity (job attributes, org data)
- Integration with BizX applications (Recruiting, Fieldglass, etc) and external platforms

- Identify the best solutions to roll out Position Management for customer in order to simplify business processes, system transactions, and to maximize SuccessFactors functionality for future and end state.
4. Foundation structures in Employee Central

Employee Central has 3 different foundation structures: Organization Structure, Job Structure, and Pay Structure. Each of these structures is associated with one another. How we design the Organization Structure has many downstream impacts such as integration, reporting, security, workflows, etc.

- Foundation structures impact how the system configuration, reporting, security, and workflows are going to be designed
- Seamless integrations between SAP ERP and SFSF EC, as well as other SFSF modules

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<th>Impact</th>
<th>Benefits</th>
<th>Recommendation</th>
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| - Foundation structures impact how the system configuration, reporting, security, and workflows are going to be designed  
- Seamless integrations between SAP ERP and SFSF EC, as well as other SFSF modules | - Early unit-test on key integrations  
- Minimize risks of having to rework system design and configurations | Provide clear definitions on:  
1) How Org, Job, and Pay Structures are going to be used  
2) How they relate to SAP structures (if at all)  
3) How they relate and associate to one another  
4) Don’t let the SAP design drive your decisions, let reporting and how you run your business drive decisions |
5. Data Conversion History Strategy

The migration of data from legacy system(s) to SAP SuccessFactors, to include current data and historical data. History data may include inactive/terminated employees/contractors, and length of historical data up to a certain point in time (e.g. for legal reasons, reporting).

**Impact**
- May need to build foundation data/org structure for history, which would require a significant amount of effort to build and validate

**Benefits**
- Fulfilling legal country requirements for any required historical reporting
- The employee, manager, and/or HR’s experience by being able to view historical data in one system

**Recommendation**
- Convert history into a configured history portlet (like in our HRFF solution)
- Existing EC job information portlet will contain any employee job changes as of the EC go-live
- This will create two portlets to view employee history, but will not require any foundation data to be created/converted just for historical purposes
- High number of fields can be in configured history portlet
6. Guiding Principles for Workflows

Signature Approval Matrix is the global approval workflow for all system transactions and business processes across the organization. It streamlines business processes and approval workflows for each transaction in the system.

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<th>Impact</th>
<th>Benefits</th>
<th>Recommendation</th>
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| • Configuration and testing efforts in the system  
• Level of maintenance and post-production support | • Consistency of approval workflows for all global processes  
• Minimize variances on local processes and workflows | • Clearly define global approval workflows for all the transactions and business processes by leveraging Deloitte’s industry leading practice on approval and process flows |
7. Employee Central and Integrated Talent Modules

There are specific callouts to consider as part of the Employee Central implementation for the existing talent modules

- Source field mapping and foundational data objects will need to be updated
- Review and potential redesign of foundation structures
- Integration points between respective modules and Employee Central will need to be evaluated to determine impact on configuration of the existing modules
- Functionality that may not have existed with the original implementation may now be available (ex. Position Management for RCM)

*Deloitte Consulting will evaluate the impacts to existing modules during design and create an implementation plan which aligns with the proposed project timeline*
Why Deloitte: Proven Tools and Methodology to Minimize Risk

Deloitte brings Tools and Accelerators to facilitate each phase of your SAP SuccessFactors implementation.

- **Baseline configuration** based on Global leading practices will accelerate all project phases (includes configuration workbooks, demo environment, test scenarios and scripts, training materials)
- Incorporate Deloitte SAP HCM/SAP SuccessFactors accelerators and tools (Industry Print™, Workbook+)
- Capture leading practice for business process
- **Baseline** to start process mapping
- Provide a framework to organize end-to-end testing

**TurnKey Solutions**

- Deloitte “TurnKEY” for SuccessFactors offers **3 different packages** to be implemented in a timeframe that goes from **6 to 12 weeks** (per module) and including licenses re-selling, **project delivery** and AMS support
- The right solutions to cover all the client specific needs, to support them and engage the entire organization.

**HR FastForward** (HRFF)

- The annual Deloitte Global Human Capital Trends report, drawing on a survey of **more than 10,000 HR and business leaders globally**, takes stock of the challenges ahead for business and HR leaders
- The HC Trends provide industry insights and market trends to anticipate **future innovative HR solutions**

**IndustryPrint™**

- Labs go beyond typical workshops because they are built on extensive research around how to **disrupt ordinary thinking, reveal new possibilities, and incite productive action**.
- Labs are delivered in our Greenhouse, an **innovative environment** that changes the way Deloitte clients solve business challenges

**Haiku**

- Haiku is more than just a **data conversion tool**, it provides process, methodology and a framework, for moving your data to SAP SuccessFactors cloud
- **Increases** data accuracy and **accelerates** data conversion cycles

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Deloitte “TurnKEY” for SuccessFactors offers 3 different packages to be implemented in a timeframe that goes from 6 to 12 weeks (per module) and including licenses re-selling, project delivery and AMS support differently combined. In this way Deloitte “TurnKEY” solutions manage to cover all the client specific needs and requirements to support them during the transformation journey and engage the entire organization in the adoption of a simple, smart and fast HR cloud platform.

The 3 solutions can be delivered in two different time frame:

- **1.** Licenses Re-selling + Project Delivery + AMS = Deloitte TurnKEY Solution
- **2.** Licenses Re-selling + Project Delivery = Deloitte TurnKEY Solution
- **3.** Project Delivery + AMS = Deloitte TurnKEY Solution

**Why Deloitte:** Proven Tools and Methodology to Minimize Risk

Deloitte TurnKey Solutions for SuccessFactors
Why Deloitte: Proven Tools and Methodology to Minimize Risk

*Deloitte TurnKey…a simple, fast and ready to use solution*

Deloitte “TurnKEY” Solutions for SuccessFactors is a business led, technology enabled and people focused unique solution. The aim is to create a successful partnership for helping clients to identify and solve their most critical HR issues and face the new technological challenges, providing integrated packages comprehending quality services at 360 degrees.

- Best Practices
- Business Model Transformation
- HR Processes Architecture
- Target Operating Model Definition
- Change Management Activities
- Application Maintenance Service Framework
- Preconfigured Instances
- Standard pre-filled Configuration Workbooks
- Implementation Methodology
- Standard Templates for each HR module
- Training Toolkit
- User and Administrator Handbook

Deloitte «TurnKEY» Solutions
Estendere la funzionalità di SAP SuccessFactors con SAP Cloud Platform

Mauro Grassi, SAP SuccessFactors Sales, SAP
Why does Extensibility matter?
One size doesn’t fit all

Mandatory
Things you need to do to keep the lights running

Differentiate
Things you need to do create a competitive advantage

Beyond
Things you need do to expand your capabilities

Go beyond delivered solutions and configuration
Extensibility is core to SAP SuccessFactors strategy

65% of SAP SuccessFactors Employee Central customers use extensions
SAP SuccessFactors Extensibility
We deliver two comprehensive options

SAP SuccessFactors Extension Center
- Create new extensions without the need to code
- Manage and edit objects associated with extensions

SAP Cloud Platform
- Extend SAP SuccessFactors functionality with new apps built by you or partners
- Apps integrate natively with SAP SuccessFactors
SAP SuccessFactors Extension Center

Build, manage and edit extensions with an enhanced UI

- Designed for business users
- Guided workflow to build and edit extensions
- Serves as a "one-stop shop" for all extensions built in SAP SuccessFactors
Resources on SAP Cloud Platform for SAP SuccessFactors

SAP Cloud Platform for SuccessFactors information:
https://cloudplatform.sap.com/scenarios/humanresources.html

Browse the SAP App Center:
https://www.sapappcenter.com/home#!category/549
How To Empower Your HR With The Cloud

Q&A
Thank you!