

Transforming Talent with SuccessFactors Talent you need, when and where you need it



In a down economy, talent management can often mean something very different than it does when times are good. “Hunkering down” and doing more with less—hiring and salary freezes, down-sizing, and the like—can become the norm, as organizations focus on weathering the economic storm. Once the economy begins to recover, however, many organizations may find themselves unprepared, caught without the leadership, skills, and data necessary to gear up and make talent decisions that take advantage of an improving economy.

In fact, talent was high on the priority list for many surveyed company leaders. According to Deloitte’s survey series, [Talent Edge 2020](#):

- 83 percent of survey respondents acknowledged that significant improvements are needed in their talent programs
- 71 percent of survey respondents expressed “high” or “very high” concern about retaining critical talent over the next 12 months
- Developing leaders and succession planning was cited as the most pressing talent concern

As a result of these trends, many organizations have been increasing their investment in talent strategy and the processes and tools that enable it, such as the SuccessFactors Business Execution Suite of Business Execution SaaS (Software as a Service) Solutions. However, to get better value from these investments, organizations should overcome several traditional challenges in the way talent is managed.

Silos are a common problem. Even talent-oriented organizations tend to address their talent issues topic by topic, not within the context of an integrated talent strategy or framework. Because different elements in the talent life cycle are closely related, this lack of a holistic view can stand in the way of achieving strategic talent objectives.

Localized solutions mean that talent programs, policies, and technologies tend to vary by country and region, or in some cases even by business units, which can multiply the effort and cost needed to maintain them. As many companies seek to operate more consistently, this makes it increasingly challenging to achieve talent objectives effectively and efficiently.

Data-driven approaches are lacking. Most organizations have invested in talent programs based largely on intuition. Some of these investments have yielded benefits, but few organizations can quantify them. Many organizations focus on the investment required to implement a program, but may fail to account for or monitor the effort to manage it over the long term.

How we can help

While delivering innovative talent strategies, we also help organizations “operationalize” these programs through sound processes, technology, and service delivery.

Our services are tailored to our clients' needs. Here's a snapshot of the types of projects we assist them with:

- Assess talent operations and technology and alignment to talent strategy
- Develop integrated talent transformation strategies and road map
- Redesign critical talent processes aligned to business needs and talent priorities
- Evaluate and redesign talent Centers of Excellence (COEs)
- Identify talent technology enablers/requirements
- Design and implement integration between HR/talent technology solutions
- Advise on talent outsourcing alternatives
- Provide project management, process redesign, and change management in support of talent technology implementations

Bottom-line benefits

Organizations that take a holistic approach to implementing talent strategies can ultimately find improved returns on their talent investments and a better infrastructure for effective ongoing talent management. They can realize benefits such as:

- Improved analysis, planning, implementation, and assessment of talent strategies and programs
- Improved return on talent investments through clearer and more effective talent strategies based on integrated planning, prioritization, processes, tools, etc.
- A more scalable platform to accommodate future talent strategy deployments and modifications
- The infrastructure and capabilities to facilitate the move toward global talent management
- Increased efficiency of talent service delivery

Five ways to create more value

- **Put business needs first.** To maintain proper focus, define clear and specific talent priorities to be addressed from the start of a talent technology initiative
- **Focus on integration.** Most organizations have reached the point of diminished marginal returns by addressing talent in a piecemeal or siloed approach. Instead, identify integration points across talent components for improved effectiveness and efficiency in managing talent.
- **Know what's working...and not.** Reexamine the HR Service Delivery Model from a talent perspective. Are HR Shared Services improved/enhanced in support of talent processes? Are HR Centers of Excellence providing effective support for talent programs?
- **Make it measurable.** Plan investments in talent technologies with an eye toward information and analytics. This has the potential to transform the approaches for people management.
- **Make it stick.** Change management and stakeholder engagement can be critical to achieving your organization's objectives. Who will champion the effort from the top, and what steps can you take to keep momentum strong?

SuccessFactors in action

Deloitte has significant experience assisting organizations with their talent technology programs. Example of Deloitte SuccessFactors projects include the following:

- As part of broad HR Transformation, a global Life Sciences and Consumer Products leader implemented SuccessFactors to support performance management and succession planning processes for 100,000+ employees in more than 50 countries. The implementation is enabling improved talent agility and mobility, strengthening the pay-for-performance culture, and leveraging the efficiencies from having one process worldwide rather than multiple localized approaches.
- One of the world's largest auto manufactures is using SuccessFactors to drive integrated, global talent management and streamline and standardize disparate process. Once integrated, the in-process talent process transformation is anticipated to cross 46 countries and 12 languages and enable a range of capabilities, including using key talent decisions, such as deployment, to drive growth; equipping operations managers to become better developers of their people; and allowing employees to take increasing control over their careers.

Related insights

- [Global Business Driven HR Transformation: The Journey Continues](#)
- [Human Capital Trends 2012](#)
- [Talent Edge 2020](#)
- [25 Best Practices in Learning and Talent Development](#)
- [Managing Talent in a Turbulent Economy](#)

Related offerings

- [HR Transformation Strategy and Planning](#)
- [Talent Strategies](#)
- [Learning Services](#)
- [Workforce Analytics](#)
- [Workforce Planning](#)
- [Strategic Change](#)

For additional information

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