

# LOUD IN THE CLOUD

Customer Spotlights  
Human Capital Management



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# Hello,

I'm pleased to share with you some of our latest customer success stories. Even though we have more than 3,500 customers, everyone is unique. What is not unique is their results. According to externally verified surveys, here is what our customers have achieved:

- On average, our customers have achieved two to four times greater stock market performance than the major stock market indices since October 2008.
- Our customers on average added 1 percent of revenue back to profit.

We also have specific results to share with you from our customer value survey. We hope you take the time to read more of the specifics:

<http://www.techvalidate.com/product-research/SuccessFactors>

For those of you who are our customers, thank you for your business and for sharing with us your extraordinary results. For those of you considering our solutions, do not take our word for it. Talk to your peers and others noted in this and other publications who have publicly endorsed our solutions.

With best regards,



Shawn Price  
President



# Customer value survey 2012

In the summer, 192 customers from various industries around the globe participated in a survey with TechValidate to share insights about what they most value about SuccessFactors solutions, as well as their key motivators to partner with SuccessFactors.

## Survey highlights

- 91 percent of respondents consider their SuccessFactors implementation successful.
- 54 percent of responding organizations say SuccessFactors impacts business results through improved talent processes.
- The integrated Talent Management Suite and Calibration are considered the top two innovations from SuccessFactors.

## Top three results from SuccessFactors implementations

- Better alignment between employee goals and company strategy
- Better business partnership between HR and the organization
- Identification of both under- and over-performers

# Customer quotes

**"We have achieved great results in our journey to becoming a high-performing company. We are building a pay-for-performance culture, and we have an integrated suite of modules that really help HR maintain their seat at the management table."**

- Anne Cool,  
Manager, HR Services, ShawCor

**"We started with Plateau (SuccessFactors Learning) about two years ago and have found it superior to other tools in the market."**

- Jayme Ouellette,  
Compliance LMS Administrator/Project Manager, Bayer

**"We have been with SuccessFactors for five years and continue to evolve our business practices. I appreciate that the tools they provide continue to evolve as well and offer new and better processes."**

- Kymberly Kuebler  
Senior OD Consultant  
FedEx

**"We began using SuccessFactors in January 2009 when we launched a new talent management initiative in the company. It was a significant culture shift for us, and the software was a key part of gaining credibility and for adoption of the new processes."**

- Aileen Gronewold  
Staff Vice President, Human Capital  
Leggett & Platt

**"One of the best things about being a SuccessFactors customer is the community—both face to face through events like Success Connect as well as in the 24X7 online customer community. It's a great way to connect with others to share experiences and best practices."**

- Ryan Posner  
HR Manager  
Oldcastle

**"Executing SuccessFactors integrated talent management platform was a key building block in linking strategy, execution, and talent."**

- Robert Mellwig, SPHR  
Senior Vice President, Human Resources  
Lowe Enterprises | Destination  
Hotels & Resorts

We invite you to visit our website for more information at [www.successfactors.com/customers](http://www.successfactors.com/customers).



**Company:** Ahlstrom

**Industry:** Manufacturing

**Employees:** 5,200

**SuccessFactors Solutions:**

Performance & Goals

Compensation

Succession & Development

Employee Central

# Ahlstrom standardizes on SuccessFactors to drive global alignment

Ahlstrom is a high-performance materials company, partnering with leading businesses around the world to help them stay ahead. Ahlstrom's name is not featured on consumer-branded products, but the company's materials are used in many well-known consumer products and industrial applications, such as filtration, disposable cleaning cloths, food and cosmetics packaging, surgical gowns, wall coverings, roofing and flooring materials, and furniture laminates. Ahlstrom's 5,200 employees serve customers in 28 countries on six continents.

## Challenge

With a complex product portfolio and a large customer base, Ahlstrom needed centralized processes supported by professional, centralized systems to help its customers remain ahead. Rather than local processes, the company needed country-level HR processes:

- Difficult to gain a global view into the global talent pool to define and cascade goals globally
- Excel-based manual processes were time-consuming and restrictive for reporting purposes
- No global view on growth, succession, and competency gaps

## Solution

Ahlstrom turned to SuccessFactors and deployed SuccessFactors Performance & Goals, Compensation, Succession & Development, and Employee Central to:

- Build a consistent and structured HR practice around performance management
- Gain insight into internal talent information across all locations and employees on demand
- Create a management platform for better insight into execution against corporate strategy

## Results

Ahlstrom achieved the following business results:

- Single integrated global HR platform, resulting in a competency-based HR practice
- Ability to make strategic decisions for the business and ensure global business alignment
- Access to key workforce data globally through a management dashboard for planning and growth

**“With SuccessFactors, we can make strategic decisions that drive the business and ensure alignment across the organization to help us manage and meet our corporate objectives.”**

Tarja Takko, Vice President Management Development, Ahlstrom



**Company:** Amway

**Industry:** Consumer Goods

**Employees:** 21,000

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Compensation

Succession & Development

Employee Central

Workforce Analytics

## With SuccessFactors, Amway becomes a unified global enterprise

Founded in 1959, Amway is one of the world's largest direct selling businesses and a member of the Alticor family of companies. Amway offers consumer products and business opportunities in more than 100 countries and territories worldwide through more than 3 million independent business owners. The privately owned company earned revenues of \$10.9 billion in 2011.

### Challenge

Amway products have become a global phenomenon. Today, 90 percent of the company's revenue comes from outside the United States. So when the company looked for ways to manage and develop its global talent, it focused on:

- Replacing 50 disparate HR systems around the world with one solution that would integrate core employee data with talent management
- Getting complete, accurate data on the company's entire employee population
- Driving consistent processes and supporting a global talent environment

### Solution

Although Amway was leaning toward Oracle HRMS as its new solution, the company agreed to consider SuccessFactors as an alternative:

- By the end of a rigorous evaluation, each of Amway's executives had signed off on rolling out the SuccessFactors BizX Suite.
- Amway wanted an on-demand cloud solution that employees worldwide can access through a browser.

### Results

Amway achieved the following business results:

- Amway's new SuccessFactors platform—with Employee Central at its core—integrates with many of Amway's existing payroll, HR, and other ERP systems. By the time the two waves of global rollout are complete, the company will have achieved its objective of helping 21,000 employees in 100 countries become more aligned with global human capital planning and processes.
- Amway gets all the core HR functionality it needs from the cloud—minimizing the company's maintenance burden. Employee Central provides a single source of employee data as well as a system for ensuring well-defined business processes globally.
- Before Amway began rolling out SuccessFactors globally, about 50 percent of the company was still using manual spreadsheets to run core HR processes. When implementation is complete, all aspects of enterprise employee information will be integrated in SuccessFactors.

**“Why SuccessFactors? It's simple: They took the time to understand our very complex business structure, and they clearly showed how their partnership, solutions, and services would support our strategic operating model.”**

Judith Ferrell, Manager, HRIS/People Services, Amway





**Company:** American Municipal Power (AMP)

**Industry:** Energy

**Employees:** 230

**SuccessFactors Solutions:**

Performance & Goals

Compensation

Succession & Development

# SuccessFactors tools power better staff performance at AMP

American Municipal Power (AMP) is the nonprofit wholesale power supplier and services provider for 129 member municipal electric systems in Ohio, Pennsylvania, Michigan, Virginia, Kentucky, West Virginia, and Delaware. These public utilities serve more than 625,000 customers combined. The organization protects members from fluctuations in market pricing by focusing on asset development, sustainability, and increased use of renewable generation resources.

## Challenge

As it provides low-cost electric solutions to public utilities, AMP must make every man-hour count. This requirement means facilitating better employee performance at all levels of the organization. Therefore, AMP needed to address following challenges:

- Unable to tie employee performance to merit increases and rewards
- Lack of a succession plan and leadership pipeline to use in growth planning

## Solution

AMP implemented SuccessFactors Performance & Goals, Compensation, and Succession & Development to:

- Automate and enhance a time-consuming, paper-based performance review process
- Transform the entire organization and help a very technical workforce start discussing effective behaviors

## Results

AMP achieved the following business results:

- Ability to appropriately develop and reward high performers
- Comprehensive picture of each employee's overall strengths and areas for improvement
- Snapshot view of employee performance, along with a wide range of tools for developing and deploying the workforce effectively
- Tools that eliminate paperwork in the organization's review process and that guide managers in offering more meaningful and actionable feedback

**“SuccessFactors has been a fabulous partner. I’m on ‘hug-basis’ with many of their employees. But more importantly, whenever I call customer service, I get an immediate response and my issue gets resolved.”**

Jane Juergens, Vice President of Human Resources and Talent Management, AMP



**Company:** Bon Secours Health System

**Industry:** Healthcare

**Employees:** 22,000

**SuccessFactors Solutions:**  
Recruiting Marketing

# Bon Secours turns to SuccessFactors to transform recruiting practices

Since 1824, the Sisters of Bon Secours have brought compassion, healing, and liberation to those they serve. Whether in healthcare, education, or social services; in hospitals, clinics, or parishes; or in towns, cities, or isolated villages, Bon Secours responds to a universal need: to provide to all who suffer a reason to live and a reason to hope.

## Challenge

Bon Secours was struggling with a silo-type environment:

- Separate applicant tracking system, HRIS, talent assessment processes, and advertising and branding strategies for recruiting in each facility
- Duplicated job postings
- No quantitative way to understand the most effective sources of applicants
- Inordinate expenses and inefficient recruiting practices

## Solution

Bon Secours Health System deployed SuccessFactors Recruiting Marketing and Mobile Career Sites applications, and it piloted a trial version of Advanced Analytics to:

- Automate, streamline, and centralize marketing activities
- Share talent across geographies and job families quickly and effectively

## Results

Bon Secours Health System achieved the following business results:

- Automation of job distribution to more online channels
- Creation of a proprietary talent community, a talent pipeline of more than 90,000 subscribers
- Frequent first-page Google search results and a 40 percent increase in search engine visitors
- Tracking over six months of more than one million visitors, with more than 100,000 applicants
- Visibility into which sources produce the highest-quality candidates
- Better media decisions and reduced spend on print advertising and headhunter budgets
- Accurate cost-per-applicant and cost-per-hire metrics

**“SuccessFactors takes away all the geographical boundaries and allows candidates to see multiple positions. Coupled with a collaborative set of measurements, we now have the ability to generate more candidates per position and understand our best sources of hire.”**

Seth Lee, Vice President, Talent Acquisition, Bon Secours Health System

**Company:** Butterfield Bank (Cayman)

**Industry:** Financial Services

**Employees:** 1,300

**SuccessFactors Solutions:**

Performance & Goals

Compensation

Succession & Development

Learning

Learning Management

# SuccessFactors helps Butterfield Bank align performance and goals

The Bank of N.T. Butterfield and Sons was founded in Bermuda in 1858. Although not a large bank, the 1,300-employee bank has a wide geographical spread over seven disparate jurisdictions. The services offered vary according to geography. While retail and corporate banking are available in the Caribbean, a range of private banking, asset management, personal trust, and other specialist services are available in some of these and other jurisdictions.

## Challenge

Performance management was a paper and pen exercise. Switching to an electronic solution would make information more transparent and accessible, but Butterfield wanted to go further than that. It set out to radically overhaul the procedures involved in monitoring staff performance, to create a more standardized approach, and to begin to break down procedural and jurisdictional silos. It also wanted a system that would ultimately support its core objective of returning to sustained profitability:

- Goals and competencies had historically been combined, making it confusing for employees to understand exactly what the bank wanted them to do and how it wanted them to do it.
- Strategic objectives were not cascaded down the organization.
- The bank had no standardized means of assessing performance and goals for team members.

## Solution

Butterfield turned to SuccessFactors for a solution to provide clarity and unity around goals, to give management visibility into key data metrics, and to standardize a balanced scorecard approach across all jurisdictions. The bank deployed SuccessFactors Performance & Goals, Compensation, Succession & Development, and Learning to:

- Move from jurisdictional silos to a global company with one platform for goal, performance, and talent management
- Establish a clear line of sight for executives through dashboards to drill down into data of any jurisdiction with the ability to slice and dice the data exactly as required
- Achieve employee engagement, retention, and understanding of individual objectives and their impact on the organization

## Results

Butterfield achieved the following business results:

- Alignment of different jurisdictions and focus on core objectives around sustained profitability
- Ability to nurture employee development through internal promotions
- Transformation of the way the bank conducts performance appraisals

**“If employees understand what the goals are and are aligned to the balanced scorecard, they are going to be more efficient, more productive, and more focused. Everybody understands the impact their job has on organizational goals. Everybody.”**

Elizabeth Depledge, Senior Manager, Head of Human Resources, Butterfield



**Company:** Cash America  
**Industry:** Financial services  
**Employees:** 6,000  
**SuccessFactors Solutions:**  
Performance & Goals  
Compensation  
Succession & Development  
Learning

## Cash America reacts quickly to business opportunities with SuccessFactors

Cash America International, Inc., provides specialty financial services to individuals in the United States and Mexico and has more than 1,000 locations. The organization is the largest provider of secured non-recourse loans, commonly referred to as pawn loans. It also offers short-term cash advances in many locations and over the Internet to customers in the United States, the United Kingdom, Australia, and Canada.

### Challenge

Cash America's manual-based, fragmented HR processes were not providing the insight into talent it needed to continue its growth and success. A new solution was required to close the following gaps:

- Automate HR systems to facilitate the quality and consistency of information
- Identify talent and disperse that talent throughout the various locations in the United States and Mexico

### Solution

Cash America deployed SuccessFactors Performance & Goals, Compensation, Succession & Development, and Learning to its organization in the United States and Mexico. With these solutions, Cash America could support its HR strategy by:

- Assessing and identifying its workforce and matching people to the needs of the business
- Enabling workforce planning for acquisitions and growth in new stores

### Results

Cash America achieved the following business results:

- Optimized workforce potential by matching people to the needs of the business faster than ever
- Aligned individual and team objectives with the business strategy
- Created transparency across the organization

**“When we bought the Mexico operation, we had an urgent need for talent. We were able to quickly identify everyone that had bilingual capability and a specific performance level. A team was organized immediately to help us integrate into our new company. That was possible because of SuccessFactors.”**

Clint Jaynes, Senior Vice President Human Resources, Cash America



**Company:** DENSO  
Automotive Systems  
Australia

**Industry:** Automotive

**Employees:** 420

**SuccessFactors Solutions:**

Performance & Goals

Succession & Development

Employee Central

# SuccessFactors helps DENSO Australia align employee goals with corporate strategy

DENSO Automotive Systems Australia (DENSO Australia) manufactures engine cooling systems, air conditioning, air intake systems, fuel pump modules, and instrument clusters, and sells imported and aftermarket automotive products. Its product design department works closely with car manufacturers and clients to develop components suited to the Australian market. DENSO Corporation is globally recognized for its manufacturing excellence and environmental responsiveness.

## Challenge

DENSO Australia wanted to build a performance-based culture that would help it compete for the best workers. That meant maintaining visibility into the performance of its workforce and giving employees a continuous view of what the company was trying to achieve. The company needed to address following challenges:

- Upgrade technology because the performance management process revolved around three manual systems
- Communicate business objectives more clearly and hold people accountable for higher levels of performance

## Solution

On the recommendation of its strategic partner, Toyota Australia, DENSO Australia evaluated SuccessFactors:

- The selection team selected SuccessFactors Performance & Goals, Succession & Development, and Employee Central to help cascade company goals, objectives, and core competencies from executives down to their associates.
- The SuccessFactors solutions were quick and easy to roll out, and they integrated well with existing technology.

## Results

DENSO achieved the following business results:

- Greater employee engagement and adoption of a performance culture
- Significant increase in employee satisfaction and overall improvement in productivity
- Alignment of the workforce with corporate strategy
- Ability to facilitate business results through better HR processes and practices

**“SuccessFactors has helped our associates understand their roles and introduced aspects of accountability into their performance and results. It further emphasizes the importance our company places on learning and development.”**

Nick Petrakis, Divisional Manager of Corporate Services, DENSO Automotive Systems Australia



**Company:** DENTSPLY

**Industry:** Healthcare

**Employees:** 13,000

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Compensation

Employee Central

## Employee Central supports DENTSPLY's growth strategy

DENTSPLY International Inc. is a leading manufacturer and distributor of dental and other healthcare products. For more than a century, DENTSPLY's commitment to innovation and professional collaboration has enhanced its portfolio of branded consumables and small equipment. Headquartered in the United States, the company has global operations with sales in more than 120 countries.

### Challenge

2011 was a banner year for DENTSPLY. Company revenues grew by 14.8 percent and it also completed the largest acquisition in its history. This acquisition increased DENTSPLY's employee population by approximately 20 percent. As a result, the company needed to address the following challenges:

- Operational efficiency to support aggressive growth goals and strategic acquisition strategy
- Fundamental gap in preparing for ongoing and targeted growth with the absence of a core HR system housing workforce data
- No system to identify and fill workforce gaps and to facilitate workforce planning for future needs

### Solution

DENTSPLY evaluated several vendors in search of a total HR solution that could help it meet ambitious growth targets across a complex global footprint. The only company that demonstrated this capability was SuccessFactors. With SuccessFactors Employee Central, Performance & Goals, Recruiting Management, and Compensation, the company can:

- Provide solid, core HR data management with rich functionality and support the company's growth and expansion
- Create a foundation for global talent management and a workforce planning strategy

### Results

DENTSPLY achieved the following business results:

- Substantial time and cost savings by reallocating resources and reducing administration
- Accurate reporting and analytics from a single global system of record
- Comprehensive view of the global team
- Standardized HR processes and workflows

**“We see SuccessFactors as a partner in meeting our high expectations for developing an effective global workforce. Throughout the implementation of Employee Central, SuccessFactors has demonstrated the ability to share our vision for DENTSPLY's future. We look forward to working with them to meet our workforce management goals in the years to come.”**

Paula Caya, Corporate HR Director, DENTSPLY



**Company:** Det Norske Veritas (DNV)

**Industry:** Financial services

**Employees:** 10,000

**SuccessFactors Solutions:**

Performance & Goals

Compensation

# DNV deploys SuccessFactors to align performance, goals, and compensation, providing complete global insight and platform standardization

Det Norske Veritas (DNV) is an independent foundation with the purpose of safeguarding life, property, and the environment. While headquartered in Oslo, Norway, DNV has worked internationally since 1867 and has established approximately 300 offices in 100 countries. As a knowledge-based company, DNV's prime assets are the creativity, knowledge, and expertise of more than 10,000 employees from more than 85 different nations.

## Challenge

The performance and goal management process was disparate across the company. The company needed:

- A single platform to provide a standardized management process on a global scale

## Solution

DNV turned to SuccessFactors for a solution to provide a global system to support alignment and clarity, which included:

- Ability to ensure a high level of performance dialogue
- Goal setting and assessment
- Standardized, balanced scorecard approach across the globe
- Global platform for compensation management and visibility

## Results

DNV achieved the following business results:

- Transformation of the way the company conducts performance appraisals
- Performance and goal management dialogues ensured through one standard platform used globally
- Less administration time and better control for HR departments and HR in the line
- A measurable process for the executive board, and metrics at their fingertips through dashboards

**“As a competence-driven company, HR is one of our biggest production systems and we need to be able to make fast decisions; SuccessFactors helps us to do just that. We can now respond to queries relating to performance, goals, and compensation metrics mostly within an hour; some answers take only two minutes to retrieve.”**

Klaus Jarstad, Senior HR Consultant, DNV

**Company:** DZ BANK AG

**Industry:** Financial services

**Employees:** 4,000

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

# DZ BANK AG uses both on-premise and cloud technologies to modernize HR

DZ BANK AG is one of the largest banks in Germany by asset size and the central institution for nearly 1,000 independent, cooperative banks and their branch offices. DZ BANK's HR team has won several awards for innovation and continues to push its organization to maintain its position as a leader in the banking industry.

## Challenge

DZ BANK understands that forward-looking HR solutions are playing an increasingly important role in the financial industry. For more than 15 years, DZ BANK has been ahead of the curve with an integrated technology solution based on SAP ERP HCM for its HR tasks. However:

- An integrated technology solution based on SAP ERP HCM for HR did not meet the bank's requirements for expansion.
- DZ BANK needed to tighten up all HR processes while providing a standardized self-service platform to provide access to and transparency of quality data.

## Solution

DZ BANK expanded its existing HR system with SuccessFactors cloud technology. The goal was to combine the best of both worlds in an integrated solution to modernize HR:

- SuccessFactors Performance & Goals to increase the visibility of strategic and tactical goals
- SuccessFactors Recruiting Management to attract and select top talent
- Plan to implement SuccessFactors Compensation to ensure that performance is consistently and fairly recognized and rewarded

## Results

DZ BANK achieved the following business results:

- Simplified and automated HR process—from definition, to assessment and measurement of agreed goals
- Effortless and accelerated selection and hiring of qualified employees (as an award-winning employer, DZ BANK receives up to 10,000 applications a year)
- Important competitive advantage through a professional structure

**“With SuccessFactors Recruiting Management, we can identify well-qualified candidates within a few days and approach the entire hiring process with sharper focus. All that puts us ahead of the competition for the best talent.”**

Dominik Kaiser, Department Head HR Administration & Service, DZ BANK





**Company:** Grupo Industrial Saltillo (GIS)

**Industry:** Retail

**Employees:** 8,000

**SuccessFactors Solutions:**

Performance & Goals

Succession & Development

## Grupo Industrial Saltillo links performance to business results

Grupo Industrial Saltillo, S.A.B. de C.V. (GIS) is a Mexican firm founded in 1928. The organization designs, manufactures, and sells products for industrial and consumer use. With 8,000 employees and consolidated net sales of more than \$1 million, GIS is a significant force in the development of the states where the company operates.

### Challenge

Grupo Industrial Saltillo needed to meet outstanding market demand for its products. To support this growth, the company needed to:

- Track talent within the different companies through a centralized talent solution
- Align to a centralized vision across six different business units, and standardize operating procedures across the company
- Plan and manage the career development of new and existing employees across the company

### Solution

Grupo Industrial Saltillo was SuccessFactors' first client in Mexico. After three years of using the SuccessFactors core talent management suite, GIS decided to expand the solution to handle long-term career development. With the SuccessFactors solutions, GIS could:

- Measure and detect high-potential employees (HIPOs) and align them to company objectives
- Streamline HR operations and continue to keep best-practice talent management as a core strength for robust business growth by using SuccessFactors Recruiting, Succession & Development, and Learning—which the company is looking to do in 2012

### Results

GIS achieved the following business results:

- Consistent processes throughout the organization
- Reduced paperwork
- Performance review compliance
- Alignment between job performance and company results

**“SuccessFactors has helped Grupo Industrial Saltillo in the alignment of the business strategy with individual objectives.”**

Luis Molina B., Chief Information Officer, GIS

**Company:** Godrej

**Industry:** Consumer goods

**Employees:** 4,000

**SuccessFactors Solutions:**

Performance & Goals

Succession & Development

## Godrej deploys SuccessFactors to streamline performance

Established in 1897, Godrej enjoys the patronage and trust of around 500 million Indians on a daily basis. Godrej consists of seven major companies that have interests ranging from real estate, fast moving consumer goods (FMCG), industrial engineering, and appliances, to furniture, security, and agri care, and the company has revenues in excess of \$3.3 billion. With 26 percent of its revenue generated outside of India, Godrej has a global presence in more than 60 countries worldwide.

### Challenge

Following an internal business transformation exercise, Godrej reviewed its existing HR processes and identified the need for an automated, cloud-based solution to streamline its performance management:

- A global view of employee competencies and performance management was difficult to achieve with the current systems.
- Multiple Excel-based manual processes were time-consuming and restrictive for reporting.
- Existing on-premise HR technology was inflexible and not intuitive.

### Solution

Godrej turned to SuccessFactors and deployed SuccessFactors Performance & Goals and Succession & Development:

- Scalable platform to support employee development and strategic management insight
- Easy access into internal performance data for Godrej's 4,000 employees
- Flexibility for Godrej's future process mapping, provided through intuitive cloud-based solutions

### Results

Godrej achieved the following business results:

- Creation of a one-stop shop for management to access HR data at the click of a button
- Ability to deploy processes within defined time frames, without the need for multiple spreadsheets
- Identification of the best mentors for specific competencies within the company

**“Managers can now get performance data at the click of a button without needing to go to the HR department.”**

Nikhil Shembekar, General Manager, HR Technology, Godrej



**Company:** Golden Living

**Industry:** Healthcare

**Employees:** 42,000

**SuccessFactors Solutions:**

Performance & Goals

Compensation

## With SuccessFactors tools, recovery care leader makes performance count

Golden Living is a family of companies that specialize in recovery care. These companies provide skilled nursing at more than 300 Golden LivingCenters in 21 states, and offer assisted living services at more than 30 locations. Collectively, the Golden Living family of companies has 42,000 employees who provide quality healthcare to 60,000 patients each day.

### Challenge

Despite having a goal-planning process for several years, Golden Living lacked measurable results to show the effectiveness of goals:

- Managers and employees focused on short-term tasks rather than long-term improvement.
- No clear alignment connected goal completion and compensation; in addition, the process revolved around spreadsheets and other documents, making it difficult to enforce deadlines or take a high-level look at performance.
- The company had a pay-for-performance philosophy, but was not very good at putting it into practice.
- Golden Living needed a system to help align goal setting and compensation planning across the organization.

### Solution

Golden Living went live with SuccessFactors Performance & Goals in 2008 and Compensation in 2009:

- To drive organizational change from the top down, HR began by rolling out the SuccessFactors solutions to 1,000 managers and executives.
- Getting high-level involvement from day one sent the message that the company wasn't just implementing new tools but was changing the way it would do business.

### Results

Golden Living achieved the following business results:

- Managers and employees across the company embrace setting goals and monitoring performance in an integrated solution.
- Executives can see in dashboards exactly how pay impacts performance and how performance impacts the bottom line.
- Finance led an initiative to get all goals set in less than one month, starting with the CEO's goals on January 1 and then cascading through each leadership level to finish by February 1. The company achieved 95 percent compliance with the goal-completion initiative.
- With SuccessFactors as its system of record, Golden Living has transformed performance management from a once-a-year activity into an ongoing process.
- The goal process is no longer just about annual reviews. It has become a key tool for ensuring ongoing communication and alignment around the company's shifting operational targets.

**“Thanks to SuccessFactors, our C-level executives aren't just supportive of performance management—they're enthusiastic about it. Performance is now part of our corporate identity.”**

Michael Karicher, Chief Human Resources Officer, Golden Living



**Company:** Hasbro

**Industry:** Consumer goods

**Employees:** 5,900

**SuccessFactors Solutions:**

Recruiting Marketing

## SuccessFactors partnered with Hasbro's talent acquisition team in a complete re-imagining of the company's career website

Hasbro is a branded play company providing children and families around the world with a wide range of immersive entertainment offerings based on the company's world-class brand portfolio. From toys and games to television programming, motion pictures, digital gaming, and a comprehensive licensing program, Hasbro strives to delight its global customers with well-known and beloved brands such as Transformers, Littlest Pet Shop, Nerf, Playskool, My Little Pony, G.I. Joe, Magic: the Gathering, and Monopoly.

### Challenge

Hasbro needed to address the following challenges:

- The career site merely listed available job opportunities—potential employees were not being engaged.
- The site lacked relevance to the way today's job seekers want to interact with a prospective employer.
- No social media functionality was in place.

### Solution

SuccessFactors partnered with Hasbro's talent acquisition team in a complete re-imagining of the company's career website:

- The site better reflects the company's creative culture.
- Hasbro leveraged technology for social media and search engine optimization (SEO).
- The new site delivers a positive candidate experience.

### Results

Hasbro achieved the following business results:

- More than 655,000 career site visitors from September 1, 2011, to June 1, 2012, of which more than 22,000 joined Hasbro's talent community
- Four new hires as a direct result of applying via mobile phone
- Analytics for cost-saving information

**“Our new careers site does so much more than provide a list of available roles; it drives candidate engagement, supports a strong employment brand, and encourages job seekers to continue clicking to learn more.”**

John L. Pothin, Senior VP, Head of HR North America Region, Hasbro

**Company:** HCR ManorCare

**Industry:** Healthcare

**Employees:** 60,000

**SuccessFactors Solutions:**

Recruiting Marketing

# Dramatic increase in applicants saves HCR ManorCare resources and dollars

The HCR ManorCare healthcare family comprises centers that are leading providers of short-term post-acute services and long-term care. With 60,000 caregivers nationwide, the HCR ManorCare centers are preeminent care providers in their communities. Quality care for patients and residents is provided through a network of more than 500 skilled nursing and rehabilitation centers, assisted living facilities, outpatient rehabilitation clinics, and hospice and home healthcare agencies.

## Challenge

HCR ManorCare needed to hire 30,000 people annually, many in tough-to-hire positions such as nursing and therapy. During its recruiting efforts, the company overspent in unproductive areas. Newspaper advertisements and job boards proved to be expensive and ineffective, especially for difficult-to-fill positions:

- A decentralized recruiting structure led to a “shotgun approach.”
- The career site was unable to handle passive candidates, so thousands of potential hires were being lost simply because they did not immediately apply and were not cultivated into a talent community.

## Solution

By using the dashboard within SuccessFactors Recruiting Marketing, HCR ManorCare could capture key data to determine the right ad words and the relative value of each source. The benefits of the solution include the following:

- Visitor and applicant flow increased while the cost per applicant dramatically decreased.
- The overall number of candidates increased in spite of a 50 percent overall reduction in recruitment advertising expense.
- Job posting became more centralized and search capabilities improved through all HCR ManorCare sites.
- Recruiters have a growing pool of more than 250,000 subscribers to mine.

## Results

HCR ManorCare achieved the following business results:

- Increased applicant flow by 90 percent
- Eliminated print advertising due to lack of return of this advertising investment
- Reduced cost per hire by 50 percent
- Improved the entire candidate experience
- Created and now continually grow a significant talent community and talent pipeline
- Gained complete reporting of sourcing activity by source to job and applicant level

**“Jobs2Web (SuccessFactors Recruiting Marketing) has helped HCR ManorCare identify, develop, and track new recruitment channels to drive increased candidate traffic directly to HCR ManorCare at a significantly lower overall cost. Having a clear line of sight into the performance of various sources is the key. At HCR ManorCare, we measure everything with very detailed analytics. Using Jobs2Web, we are able to apply the same rigorous standards and measurement to recruitment.”**

Annette Foght, Director, National Recruiting, HCR ManorCare



**Company:** International Center for Research on Women (ICRW)

**Industry:** Nonprofit

**Employees:** 100

**SuccessFactors Solutions:**

Professional Edition  
Performance Management

## With SuccessFactors, ICRW maintains its global reach

The International Center for Research on Women (ICRW) seeks to alleviate poverty and rectify injustice around the world. ICRW believes that women and girls, in collaboration with men and boys, are essential to the solutions—and that when their quality of life improves, families are healthier and economies are stronger.

### Challenge

Even smaller nonprofits are under pressure to do more with less. After ICRW was forced to reduce its already lean HR headcount in 2011, the organization faced the following execution gap:

- Time-consuming HR processes, especially performance management, needed to be automated.
- The 360-degree feedback on paper and in spreadsheets was time-consuming and error-prone.
- The organization needed to provide better service without adding headcount.

### Solution

ICRW evaluated four software vendors before choosing SuccessFactors for its reasonable price tag and intuitive nature:

- SuccessFactors Professional Edition Performance Management to launch the automated 360 Review feedback process
- SuccessFactors' built-in tools for crafting insightful comments that will drive better performance
- SuccessFactors Professional Edition Compensation Management to make sure salary increases truly reward outstanding performance

### Results

ICRW achieved the following business results:

- Automated tracking and reminders
- Progress monitoring on one screen
- The ability to see staff's strengths and weaknesses at a glance
- The cascading of goals in alignment with organizational objectives

**“Due to the nature of our mission, many of our staff travel constantly. SuccessFactors lets them keep up with the performance review process no matter where they are—as long as they have an Internet connection.”**

Sherian Roggeband, Senior Director of HR, ICRW

**Company:** Kawasaki Motors

**Industry:** Manufacturing

**Employees:** 500

**SuccessFactors Solutions:**

Performance & Goals

Compensation

Succession & Development

Learning

## Kawasaki Motors finds better performance with SuccessFactors

Kawasaki Motors Corp., U.S.A. (KMC) distributes a wide range of motorcycles and recreational vehicles, including popular Ninja® sport bikes, Vulcan™ cruisers, and JET SKI® watercraft. Headquartered in Irvine, California, KMC has regional sales offices and distribution centers across the country. KMC's annual revenue is in excess of \$1 billion.

### Challenge

KMC needed to address the following challenges:

- No reliable way to establish and communicate goals—rating scales, completion rates, and results differed greatly from one department to the next
- No accurate measurement of employees' performance to determine career development needs

### Solution

KMC researched several vendors before implementing SuccessFactors Performance & Goals. The company soon realized it had gotten more than it had bargained for and implemented several more SuccessFactors modules, so it could:

- Transform performance reviews into an electronic process
- Achieve consistency and discipline in all talent management activities

### Results

KMC achieved the following business results:

- Progress monitoring at all stages of the performance review, goal setting, and compensation planning processes
- Easy identification of areas for organizational improvement
- The equivalent of two full-time employees by moving the performance review process online

**“When our president calls with a question about an employee’s performance reviews or competencies, I don’t have to call him back with the answer. SuccessFactors serves up the information I need within seconds.”**

Tom Porter, Director, Human Resources & Administration, Kawasaki Motors



**Company:** New York Life  
**Industry:** Financial services  
**Employees:** 12,650  
**SuccessFactors Solutions:**  
Performance & Goals  
Succession & Development  
Learning

# With SuccessFactors, New York Life implements meaningful performance management

New York Life Insurance Company is the largest mutual life insurance company in the United States and one of the largest life insurers in the world. The company has the highest financial strength ratings currently awarded to any life insurer from all four of the major credit rating agencies.

## Challenge

The company's original implementation of SuccessFactors Performance & Goals reflected a complex, iterative process that focused more on obtaining an overall rating than on having productive discussions. The company realized it would need to:

- Redesign its tools to enable greater ownership of results at all levels of the organization
- Overcome the disconnect between the intended performance management process and what it looked like from an operational standpoint
- Spark more meaningful conversations between employees and managers about how individual goals contribute to corporate success

## Solution

New York Life simplified the performance management process in ways that would reflect the company's new philosophy by:

- Eliminating unnecessary steps and limiting the number of goals per employee
- Separating the compensation process from the performance management process

## Results

New York Life achieved the following business results:

- With a new performance management process in place, managers began completing forms at a much higher rate than before and engaging employees in conversation.
- The process eliminated surprises from performance management—employees and managers are now on the same page for setting goals and assessing performance.
- Managers have a robust, accurate perspective on how performance is driving the company forward—and where they can improve.

**“Our previous performance management process was little more than a way of labeling employees. With SuccessFactors, we’ve transformed performance management into a series of meaningful conversations about working together toward corporate goals.”**

Matthew Kleinman, Corporate Vice President  
for Organizational Effectiveness, New York Life





**Company:** Novo Nordisk

**Industry:** Healthcare

**Employees:** 39,000

**SuccessFactors Solutions:**

Recruiting Marketing

# Novo Nordisk transforms its recruiting approach for world-class results

Novo Nordisk is a global healthcare company with 89 years of innovation and leadership in diabetes care. Headquartered in Denmark, Novo Nordisk employs approximately 39,000 employees globally and markets its products in more than 190 countries.

## Challenge

Keeping pace with rapid growth is challenging without compromising the quality of talent. It becomes even more complex in the pharmaceutical industry where heavy regulation, specialist skills, and highly specified positions can be difficult to fill. The U.S. team of Novo Nordisk needed to:

- Address difficult-to-fill positions and the need for access to a wider range of talent and skills
- Reduce cost per hire and lost productivity on vacant positions, which averaged five to seven months
- Reduce reliance on and cost of recruitment agencies—85 percent of positions were filled by agencies

## Solution

With SuccessFactors Recruiting Marketing (formerly Jobs2Web), the company could:

- Fill difficult-to-fill positions in fewer than 90 days without the need for an agency
- Duplicate the same best-practice approach across all U.S. vacancies
- Create a talent community to build and nurture a pipeline of talent over two to five years

## Results

Novo Nordisk achieved the following business results:

- Gained significant cost savings over the past four years
- Reduced time to fill on critical positions by 40 percent and reduced lost productivity on unfilled vacancies
- Reduced agency fees for critical positions by 47 percent and by as much as 90 percent in some areas
- Built and can now track a talent community in the United States of over 200,000 people
- Consolidated the number of recruitment agencies from 350 down to just 35
- Negotiated better terms with its remaining agencies, and aligned them to specific business areas
- Increased quality of hires by 35 percent
- Lowered attrition from 5 percent to less than 3 percent
- Can track visible spend and ROI with multiple recruitment media sources
- Can power the career section on its own website and measure the quality of hires retrospectively
- Gained the ability to track ROI on difficult-to-quantify external job fairs and recruitment events

**“The results we’ve seen to date with SuccessFactors Recruiting Marketing have been nothing short of spectacular in terms of cost savings, productivity increases, and operational insight.”**

Michael Hakeem, Manager of Talent Acquisition and Operations, Novo Nordisk



**Company:** Parmalat

**Industry:** Consumer goods

**Employees:** 14,000

**SuccessFactors Solutions:**

Performance & Goals

Jam

# SuccessFactors helps Parmalat implement enterprise-wide goals and performance management

Italy-based Parmalat is an international producer of milk and dairy products, with 14,000 employees, 31 different brands, and annual sales of more than €4bn in 2011. Established in 1961, it has a presence in 25 countries and 75 percent of its revenues are outside Europe. In July 2011, it was taken over by Lactalis Group, creating the world's biggest dairy enterprise.

## Challenge

Parmalat operates in a competitive market with slim profit margins, so nurturing employee talent is crucial. Parmalat needed to close the following gaps:

- Raise performance and optimize the workforce by identifying talented employees and supporting the lowest 10 percent of under-performing employees
- Ensure all employees are aligned with the company's financial goals
- Achieve group-wide consistency in performance management globally

## Solution

With SuccessFactors Performance & Goals, Employee Profile, and Jam, the company was able to:

- Implement group-wide consistency in employee performance management
- Create a collaboration tool, including social features and photos, to encourage people to find colleagues who have useful experience or knowledge they could draw on
- Provide a valuable informal learning environment for sharing expertise without the need for formal classroom training

## Results

Parmalat achieved the following business results:

- Measurable overview of human capital globally, and the ability to share ideas on how to develop talent
- More meaningful and structured conversations between HR leaders and senior management, supported by real business insight, establishing a business partner relationship between HR and the other departments
- Centralized CV-like summary of all white-collar employees for succession planning purposes

**“SuccessFactors is enabling HR to have better business conversations with the local CEOs, supported by more granular data and analysis on their human capital. Rather than going to the chief executives with an Excel spreadsheet, our HR leaders can now have a much more meaningful and structured conversation supported by real business insight.”**

Riccardo Sebastiano Piaggi, Group Head of Organisation and Development, Parmalat

**Company:** Plantronics

**Industry:** Technology

**Employees:** 3,500

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Compensation

Succession & Development

# Plantronics drives transparency and change with SuccessFactors

Plantronics makes lightweight communications headsets that can be worn over the head, behind the ear, or in the ear, freeing hands for other tasks. Its other products include the Clarity brand of amplified telephone handsets for hearing-impaired users, text telephones, emergency response systems, and mobile phone headsets. Serving the consumer and business markets worldwide, Plantronics sells its products through distributors, manufacturers, and communications service providers. The organization operates in more than 35 countries and is continually expanding.

## Challenge

As Plantronics transformed its business into a global, software-based unified communications company, it also transformed how it approached sales and incentives. Plantronics needed a technology solution to help close the following gaps:

- Moving from a profit-sharing model to a pay-for-performance model
- Better alignment of goals and objectives
- System for reward and compensation based on contribution

## Solution

Plantronics knew that SuccessFactors could meet its immediate needs and continue to help drive insight and knowledge into the future. Once Plantronics deployed SuccessFactors Recruiting Management, Performance & Goals, Compensation, and Succession & Development, it was able to:

- Create a workforce road map to improve business strategy and execution
- Cascade goals and objectives from top corporate initiatives
- Increase internal mobility and retention

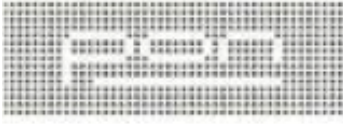
## Results

Plantronics achieved the following business results:

- 100 percent compliance for performance reviews
- Foresight and maturity through quantifiable data to modify goals during the year based on relevant factors; that is, business economy, opportunity
- Ability to match the right person to the right role

**“With SuccessFactors, every employee can discern their best use of time, depending on goals and objectives, and know that they are rewarded and compensated according to their contribution.”**

Patricia Waters, Senior Vice President of Human Resources and Facilities, Plantronics



**Company:** Pon

**Industry:** Manufacturing

**Employees:** 11,000

**SuccessFactors Solutions:**

Performance & Goals

Succession & Development

Learning

# Pon deploys SuccessFactors for goal alignment and talent development

An international trading and services company, Pon is one of the largest family-run businesses in The Netherlands and has a global presence, employing more than 11,000 people at over 250 branches across 21 countries.

## Challenge

In 2010, Pon's HR board members had a vision that every employee had the right to know what was expected of them. It was to be the start of a journey and overall business strategy to engage, invest, and align employees with clear goals and attainable rewards that motivate and direct them. Pon wanted to:

- Address its existing disparate performance and goal management process across the entire breadth of the company with one global platform
- Ensure all employees knew what was expected of them and align employees' goals with the overall goals and strategy of the business
- Dramatically improve the visibility of talent and performance metrics

## Solution

In the search for one standardized and global platform, SuccessFactors stood out from the competition:

- Initially, implemented SuccessFactors Performance & Goals to 6,000 employees in The Netherlands, and rolled out to the rest of the company following an initial pilot test phase
- In 2011, implemented SuccessFactors Succession & Development
- In 2012, invested in SuccessFactors Learning and established the Pon Academy, helping employees gain important skills to progress their careers to the next level

## Results

Pon achieved the following business results:

- Established an integrated and single global approach to talent and performance management, so the company can compare and identify talent, and ensure key metrics and analytics are instantly visible
- Achieved the initial vision of ensuring all employees know what is expected of them
- Demonstrated investment in employee careers via full learning and support resources

**“SuccessFactors has provided us with one integrated global system that gives us instant insight into employee performance and goals at all organizational levels, as well as goals outlined at the executive level. The system is intuitive and provides us with what we need today and also for the future.”**

Charles Amkreutz, Manager HR ServiceCenter, Pon

**Company:** Sonova

**Industry:** Healthcare

**Employees:** 8,000

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Succession & Development

Employee Central

Workforce Analytics

## Sonova Group deploys SuccessFactors for global innovation, synergy, and growth

Sonova is a leading provider of innovative hearing healthcare solutions, and the company has a financially strong and ambitious growth strategy around innovation, customer focus, and proactive cost management. The Sonova Group is present in more than 90 countries and employs over 8,000 people.

### Challenge

Sonova needed a single integrated global platform to provide senior management and HR with sophisticated tools and strategic insight to better manage its corporate objectives and growing workforce. The company faced challenges that included the following:

- Running global reports or gaining visibility into key metrics was difficult and time-consuming.
- Gathering critical data for management reporting and planning around workforce analytics, performance, and training took weeks or months.
- Problems with performance and usability of old systems resulted in declining usage.

### Solution

Sonova deployed SuccessFactors Recruiting Management, Performance & Goals, Succession & Development, Employee Central, and Workforce Analytics to 7,500 employees in 10 languages and 90 countries:

- Cascade top-down objectives across the company
- Gain concise management dashboards with a global view, thanks to a consistent integrated platform
- Feed data directly into Sonova Group's 15 critical internal key performance indicators (KPIs) for global growth and planning

### Results

Sonova achieved the following business results:

- Greater efficiencies, thanks to automation and aggregation of key data
- Visibility into the training status and skills compliance of individual employees worldwide
- Insight into core aspects of the existing workforce, full audit trail on recruitment of new hires, and critical data to support strategic planning and scale for growth

**“SuccessFactors puts HR in the driving seat and enables us to have a direct impact on the business.”**

Carine Brändle, Systems and Process Specialist, Corporate HRM, Sonova

**Company:**

Tata Communications

**Industry:** Technology

**Employees:** 7,700

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Compensation

Employee Central

Learning

# SuccessFactors cloud-based technology ensures superior business focus

Tata Communications Limited is a global telecommunications company located in Mumbai. With a leadership position in emerging markets, Tata Communications leverages its advanced solutions capabilities and domain expertise across its global and pan-India network to deliver managed solutions to multinational enterprises, service providers, and Indian consumers.

## Challenge

As Tata Communications grew its international workforce, it inherited HRIS legacy systems that made global talent management inefficient. Tata Communications needed a technology solution to help close the following gaps:

- The lack of one global system of record and complete workforce data
- The need to improve employee engagement
- Difficulty identifying and promoting internal talent

## Solution

Since Tata is a telecommunications organization with cloud-based products, it required a partner with the most sophisticated cloud platform available. SuccessFactors met Tata's high expectations with Employee Central and the Recruiting and Performance & Goals solutions. Once Tata implemented these solutions, it was able to:

- Provide one global system of record across geographies, cost centers, legal entities, and employee types
- Increase internal mobility and retention
- Reduce the transactional burden on HR

## Results

Tata Communications achieved the following business results:

- The user experience engages the entire workforce.
- 100 percent of employees are using Performance & Goals to align goals to company objectives and develop skills and abilities.
- 16 percent of new hires came through internal transfers that were identified by the Recruiting tool.

**“One of the most compelling reasons for choosing SuccessFactors was the great user interface—the simplicity and the ease with which people can really get into the system. It has become a system of and by the people, not an HR system per se. So the managers, the employees, and, of course, the HR professionals really own the system.”**

Shyam Anaokar, Vice President HR, Tata Communications

**Company:**

Time Warner Cable

**Industry:** Media**Employees:** 47,000**SuccessFactors Solutions:**

Recruiting Marketing

# Time Warner Cable partners with SuccessFactors to develop a world-class talent community

Time Warner Cable is among the largest providers of video, high-speed data, and voice services in the United States, connecting more than 15 million customers to entertainment, information, and each other. Time Warner Cable Business Class offers data, video, and voice services to businesses of all sizes, cell tower backhaul services to wireless carriers, and, through its NaviSite subsidiary, managed and outsourced information technology solutions and cloud services.

## Challenge

Time Warner Cable needed solutions for building a talent community and for improving job publishing and search engine optimization (SEO):

- The company initially used a hybrid approach and experienced difficulties as complex implementations slowed the realization of improvement objectives.
- Key knowledge resources were no longer available.

## Solution

Time Warner Cable deployed SuccessFactors' own Talent Community, encompassing the adoption of the Business Card feature:

- Automated all job feed sources and included the requisite performance metrics to track progress
- Completely integrated the career site to achieve optimal results in building the talent community, creating an enhanced and consistent candidate experience, and facilitating measurement
- Undergirded all the solutions with advanced analytics to empower better decision making

## Results

Time Warner achieved the following business results:

- By August 2011, job feeds were set up for all major sources, and 317,245 visitors in September garnered 31,883 applies.
- All outside doors to the applicant tracking system were closed by fully integrating the entire career site, so candidates were exposed at every step to a consistent, positive experience.
- Real-time metrics and analytics provide detailed information on the performance of visitor sources, aggregators, email subscriptions, career site, and more.
- Currently, Time Warner has 176,619 Talent Community members with 25,076 emails per day and 87,624 return applies.

**Through social media Facebook integration, Time Warner obtained 1,056 talent community members and 28 hires.**



**Company:** United Breweries

**Industry:** Consumer Goods

**Employees:** 2,300

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Succession & Development

# UBL aligns talent to market dynamics and interprets performance trends to keep pace with rapid growth

United Breweries Limited (UBL) is India's largest producer of beer with a market share of around 55 percent by volume. UBL has been associated with brewing for more than 90 years, starting with five breweries in South India in 1915. Today, UBL manages 19 of its own breweries and contracts many others. Kingfisher Premium Lager beer is currently available in 52 countries and leads the way among Indian beers in the international market.

## Challenge

UBL was aware of the negative outcomes associated with bolt-on HR applications that would become increasingly difficult to maintain due to inefficient security, user management, authentication, data privacy, or huge cost issues associated with Web environments. To close this gap, UBL needed the following:

- Cost-effective, integrated technology to solve business problems
- Standardized processes and data handling across the organization
- HR business intelligence and analytics that would reveal trends related to employee performance and recruitment

## Solution

UBL was looking for a partner to provide innovative products that could be implemented quickly. SuccessFactors Performance & Goals modules were implemented in record time and offer the following benefits:

- Easy-to-use technology platform, which engages employees beyond the transaction with intelligent analytics
- System that aligns talent to market dynamics and interprets performance trends at different levels of the organization to keep pace with rapid growth
- Global off-the-shelf solution that integrates top-end functionalities, ease of maintenance, and advanced reporting capabilities

## Results

UBL achieved the following business results:

- Improved goal setting with clear content, metrics, and timelines
- Reduced cycle time—implementation and adoption took only three months
- 100 percent performance appraisal and goal setting on the new platform
- Improved visibility to performance trends at different levels of the organization and across functions

**“SuccessFactors has been effective. This is the performance management technology we were looking for. We are now on a better platform for analysis, reporting, and key employee lifecycle events.”**

Joseph Noronha, EVP, Human Resources, United Breweries





**Company:**

University of Alabama at Birmingham (UAB)

**Industry:** Healthcare

**Employees:** 18,000

**SuccessFactors Solutions:**

Performance & Goals

Employee Central

Workforce Analytics

# University of Alabama at Birmingham & UAB Health System

The University of Alabama at Birmingham (UAB) is among the largest academic medical centers in the nation (1,132 beds), and the UAB Health System provides the highest quality of health care, treating well over 1 million patients annually. UAB has been listed in *U.S. News & World Report's* "Best Hospitals" rankings for 23 straight years and also is the state's largest single employer, with more than 18,000 faculty and staff.

## Challenge

UAB strives for efficiency and excellence in all areas of its organization, including its HR strategy. Despite the institution's exemplary status in many areas, it was aware it had an opportunity for improvement:

- Needed to streamline the use of HR systems and automated tools to align the workforce with individual goals and the organization's strategy
- Lacked a flexible solution to bring together separate entities, such as a medical center, physician's group practice, and eye hospital

## Solution

UAB's leadership mapped out an internal campaign called Reaching for Excellence to ensure the organization remained ahead of the curve in clinical excellence, patient and employee satisfaction, and financial viability:

- SuccessFactors Performance & Goals and Workforce Analytics enable UAB to align its staff and improve decision making with accurate metrics
- SuccessFactors Employee Central, a next-generation core HR system (HRIS), provides the foundation for the complex business environment

## Results

UAB achieved the following business results:

- Brought together a large, complex organization
- Attained a higher level of accountability by employees across the organization who now have a greater sense of ownership in the health system they support
- Reduced costs by using cloud-based technology

**"Thanks to SuccessFactors, people across the organization have adopted a higher level of accountability and a greater sense of ownership in the health system they support."**

Joe Jacobs, Director, HR Strategic Initiatives, UAB



VILLAGE OF SCHAUMBURG

**Company:**

Village of Schaumburg

**Industry:** Public sector

**Employees:** 600

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Compensation

Succession & Development

Jam

Employee Central

Learning

# SuccessFactors Jam helps village employees collaborate and communicate

The Village of Schaumburg is an incorporated village in Cook County, Illinois. Located 30 miles northwest of downtown Chicago, the village is part of the Chicago metropolitan area and has a population of 74,227. The village's top employers include Motorola Solutions (which makes its world headquarters in Schaumburg), Zurich Insurance Group, and IBM.

## Challenge

Today's citizens expect 24/7 engagement with their local government. To keep up, the Village of Schaumburg needed a solution to help close the following gaps:

- Need for fast, efficient tools for internal communication
- Lack of searchable and shareable village information for employees
- No social media solution configured to its specifications

## Solution

A SuccessFactors customer since 2006, the Village of Schaumburg implemented SuccessFactors Jam and integrated it with the rest of its product suite as well as many other business applications:

- Jam now serves as a hub for village employees to share information.
- Jam replaced the village's intranet as the one-stop shop for launching communication, productivity, and ERP applications.

## Results

The Village of Schaumburg achieved the following business results:

- A JAM wiki page guides employees to various features that streamline and enhance their daily tasks.
- Employees spend less time on email and more time collaborating on projects.
- Phone and email communications have been cut to a minimum.
- Centralizing departmental budget documents and notes increased internal transparency.

**“About 60 percent of our workforce is eligible to retire in the next five years. SuccessFactors JAM will help us show that municipal governments use cutting-edge technology—which will give us an edge in attracting top talent.”**

Hank Stuchel, Risk/Employee Relations Manager, Village of Schaumburg

**Company:**  
Welcome Break Group

**Industry:** Hospitality

**Employees:** 4,500

**SuccessFactors Solutions:**

Recruiting Management

Performance & Goals

Succession & Development

Jam

Employee Central

Learning

## Welcome Break Group transforms its workforce with SuccessFactors

The UK's second largest operator of motorway services and hotels, Welcome Break has been operating since 1970. The company has grown from a single service area at Newport Pagnell near Milton Keynes on the M1 motorway to 28 large sites across the UK, employing more than 4,500 people.

### Challenge

In 2009, the company made the conscious decision to move into world-class high street brands with the goal of transforming itself from a roadside catering company to a multifaceted retail business. The decentralized company that relied on the individual initiative and business acumen of its site directors shifted to a more structured, centralized discipline. The company faced several challenges:

- It needed to ensure all 4,500 employees were aligned with corporate goals at every level.
- HR processes were manually managed in paper form and spreadsheets.
- The payroll system was the only means of holding employee records centrally.
- Identifying internal talent or cross-training staff to work with different high street brands was difficult.

### Solution

Welcome Break implemented SuccessFactors solutions to:

- Transform and align its entire workforce around a single culture and set of competencies
- Bring HR and training together as the “people team”
- Ensure employee training and career progression across different brands and business units
- Improve the visibility of talent and individual training and competencies for versatility of skills

### Results

Welcome Break achieved the following business results:

- Goal alignment, talent transparency, and creation of a more mobile and versatile talent pool
- A projected reduction in employee turnover by 10 percent, delivering a six-figure savings
- An expected five-figure savings on recruitment costs with 25 percent of vacancies filled internally
- An estimated boost in employee productivity and engagement, also delivering a six-figure savings

**“SuccessFactors is far more than just an HR system. We knew it would help us get to the next stage of our strategic business execution as a company.”**

Karl Jolly, Director of People, Welcome Break Group

# Join us!

You are invited to join one of our social networks, special interest groups, and global and regional user group councils!

## **SuccessFactors Community**

It's your place to connect with more than 6,000 peers and SuccessFactors product experts, get new release information, submit ideas, and discuss what's important to you. Whether you have been with SuccessFactors for years or are just joining our family of customers, you will find the community to be full of great resources for everything you need to know to succeed. To get started, go to <http://successfactors.lithium.com/>

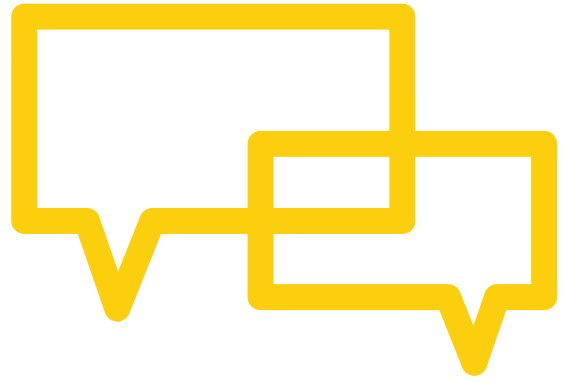
## **Customer user groups**

SuccessFactors provides support for industry and regional user groups around the world—along with a global customer advisory board. User groups are supported locally and on the SuccessFactors Community. You are invited to participate: <http://community.successfactors.com/t5/Groups/ct-p/Groups>

## **Value Improvement Program (VIP)**

The SuccessFactors Value Improvement Program (VIP) is a series of events focused on critical business execution topics and designed to maximize the value of your investments in our solutions.

To learn more about our customer programs, please contact your sales representative or send an email to [customermarketing@successfactors.com](mailto:customermarketing@successfactors.com)



# Showcase YOUR company's success

Share your organization's success with SuccessFactors BizX Suite software solutions, either through a written case study or video testimonial.

Let us help highlight your success—contact us at:  
[customermarketing@successfactors.com](mailto:customermarketing@successfactors.com)



#### About SuccessFactors

SuccessFactors is the global leader in business execution software. Our suite of on-demand applications is relied upon by companies of all sizes around the world to align their businesses to their strategies, arm their organizations for success and incite their employees to greatness—every day. For more information, visit [www.successfactors.com](http://www.successfactors.com) or call 1 800 809 9920

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