



SAP SuccessFactors 

HR goes Cloud: SAP Journey

Facts & Figures

Pietro Iurato, HR Director, SAP South Europe
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PUBLIC

The digital world connects people like never before.

96000 employees

5 generations expecting a fully digital workplace

90 % connected people on social networks

200 bn connected devices

Fast Facts* SAP HR

Consumer EXPERIENCES

We support SAP's transformation

to be the MOST INNOVATIVE Cloud Company powered by SAP HANA. In this role we are the custodians of SAP's talented people.

We are a truly global business support organization

1,600+ HR professionals, 75% women, 39 years on average, are working across 51 countries (main locations: Walldorf, Prague, Newtown Square, Manila) as one HR team to design & deliver great consumer experiences.

We attract, develop, retain people and enable organizations

to inspire innovation - lead change - create consumer satisfaction

3 HR Guiding Principles:

- Simplify
- Standardize
- Consumer satisfaction

6 HR Focus Areas span our entire employee lifecycle from being a talent magnet to embracing an inclusive culture.

HR Services are provided by HR. 293,000 service tickets handled in 2018 with an NPS of 83.3%.

130 legal entities in 67 countries

We transform to Run Simple and in the Cloud

100% of SAP HR's processes are in the Cloud with 70+ Cloud go-lives in 2018. We focus on usability, performance and simplification.

We measure our 2018 success

281 Employer of Choice awards
18,000 Hires overall
25.4% Women in management
1.1 m Learning offerings*

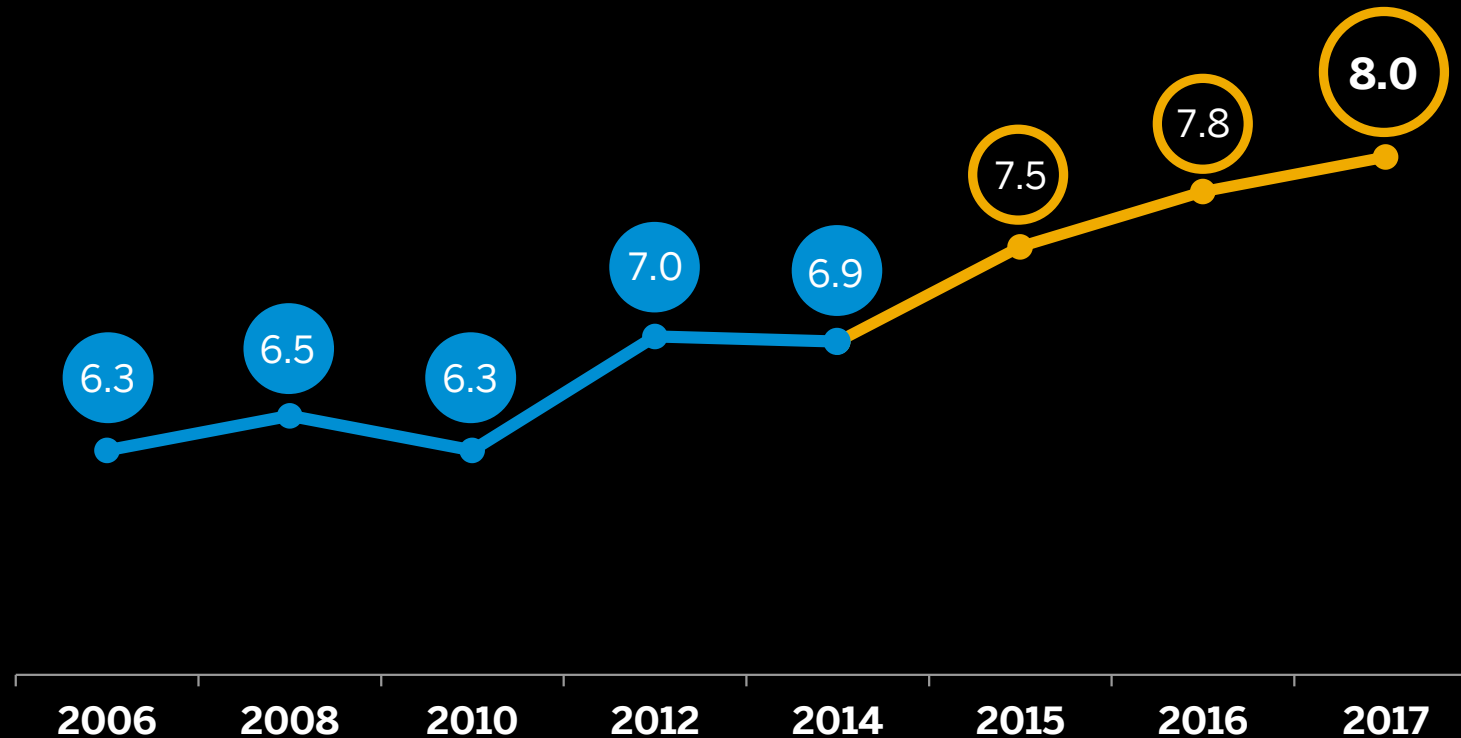
*without compliance trainings

Our consumers are satisfied with the services we deliver

8.0 consumer satisfaction (scale 1-10) with HR Services in 2018 HR Feedback Survey.

* End of 2017

We continue to boost HR Customer Satisfaction*



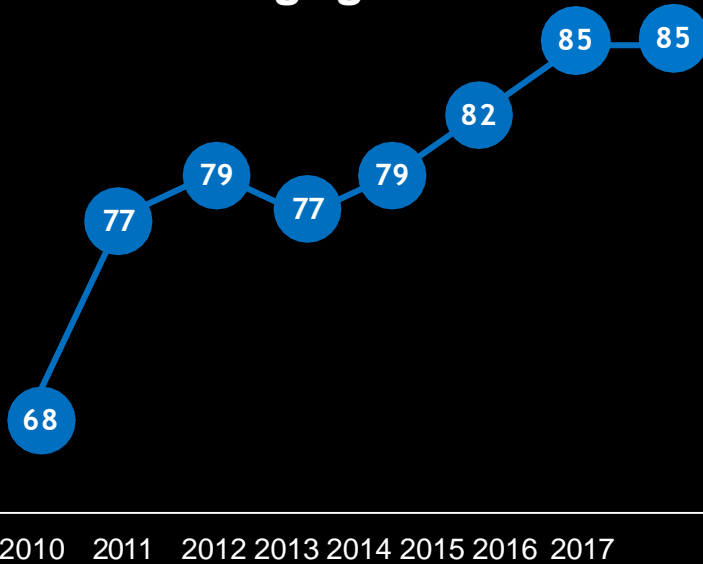
*Source: Annual HR Customer Feedback Survey
2017 data point refers to data collection January 2018 (retrospective assessment of 2017)

People Survey 2017 – Key Scores

Employee Engagement remains high, Leadership Trust and Business Health Culture continue to improve



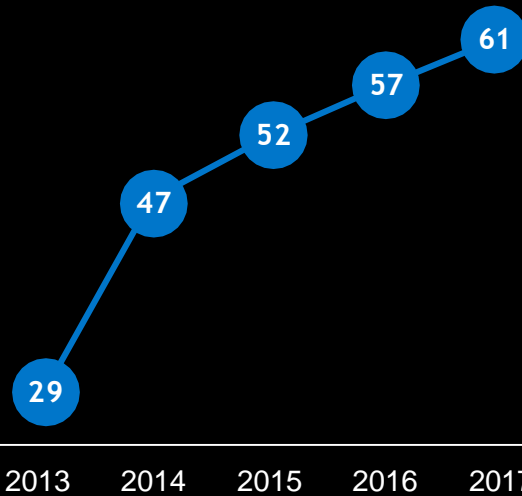
Employee Engagement¹



¹Index was simplified from 7 to 5 questions



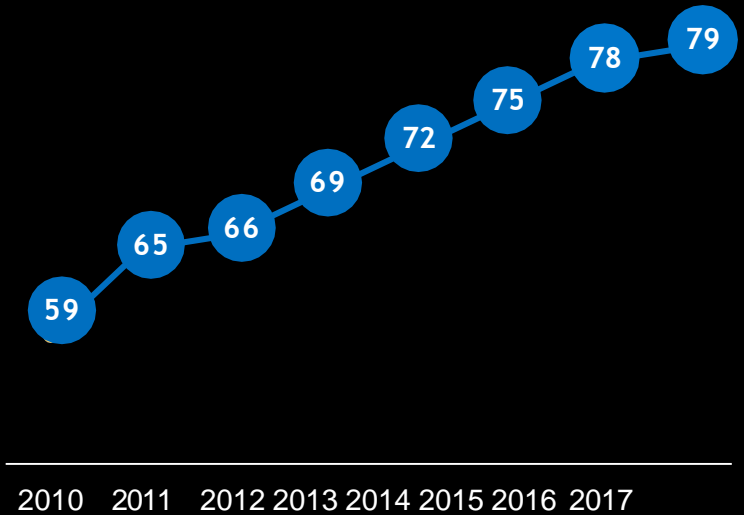
Leadership Trust²



²The Leadership Trust NPS was measured for the first time in 2013.



Business Health Culture³



³Business Health Culture Index was updated in 2015 (exchange of 2 Work-Life

And the market agrees. In 2018 alone, we received 281 employer awards*



*Several awards have been received in multiple locations.

WHY? Change is the new normal

The new world of work operates differently, and how work gets done in HR is changing



- HR must deliver "experiences"



- HR is expected to drive measurable change



- HR must be fluent in data analytics and predict outcomes tied to the business strategy.



- Solutions must integrate seamlessly with finance and other business processes.

Cultural Transformation



PROFIT



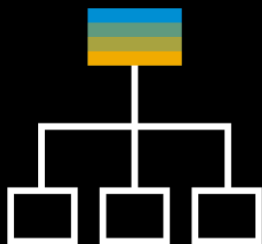
PURPOSE



CONTROLLING



EMPOWERING



HIERARCHIES



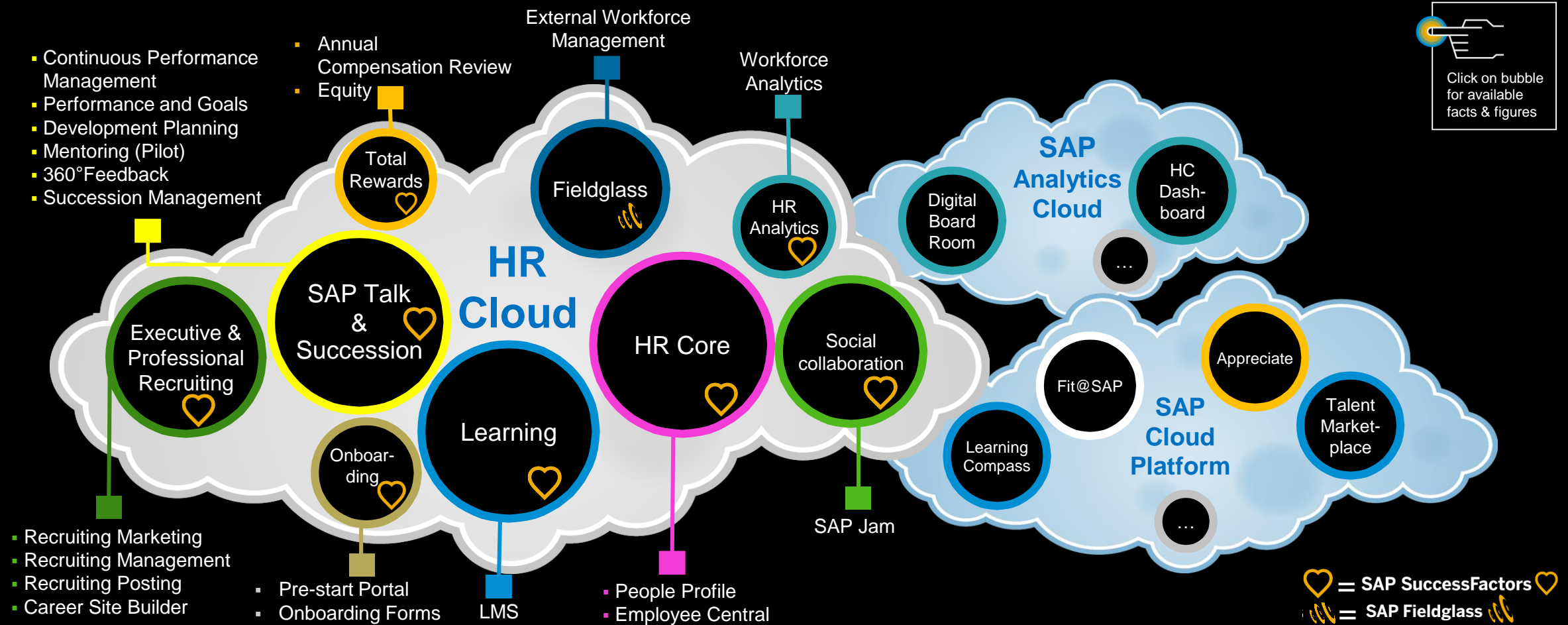
COMMUNITIES

Our HR Guiding Principles aim at world-class HR consumer experiences



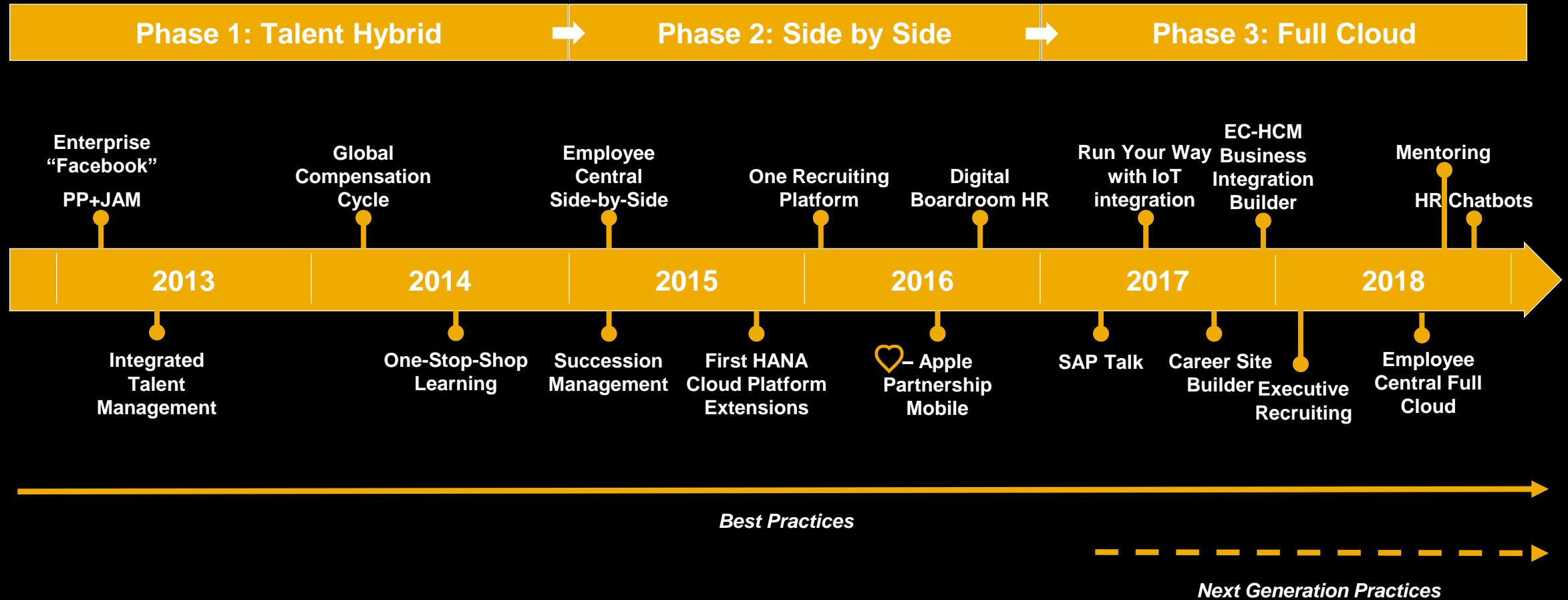
Today our HR processes are already run in the cloud

SAP SuccessFactors runs on HANA at SAP



Initial Performance measurements show that the average page load time in SAP SuccessFactors has **improved between 25-50% with HANA.**

Main phases of our SAP HR Goes Cloud Journey over time



Our Vision: Intelligent data-driven HR system

MOBILE CONSUMPTION FOR ALL SERVICES

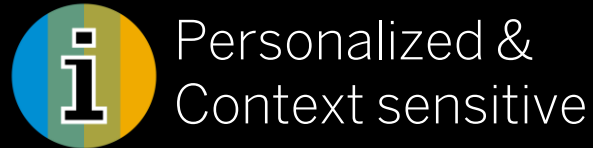


SAP SuccessFactors

SAP Cloud Platform Extensions

Data-driven via
SAP HANA

DIGITAL ASSISTANTS



Personalized &
Context sensitive



Voice
assistance



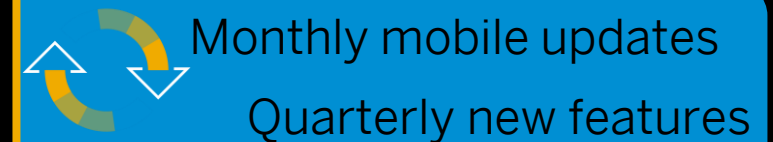
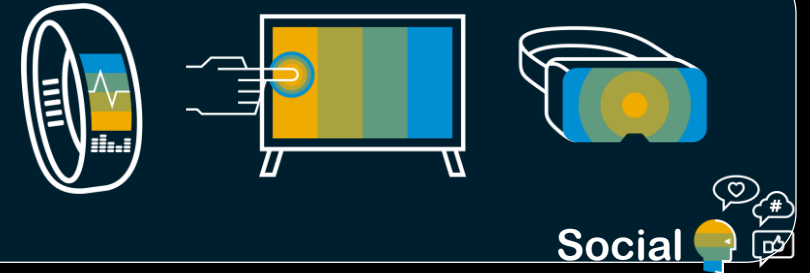
Chatbot



Machine
learning

SAP Leonardo

SPECIAL CONSUMPTION FOR SELECTED CASES



Monthly mobile updates

Quarterly new features

SAP Analytics Cloud incl. DiBo

One Single Source of Truth



Change Management

The purpose of change management is to deliver a **structured** and **ongoing** program that enables the organization to transition from a **current to a desired future state.**

Change Management

Execution Success

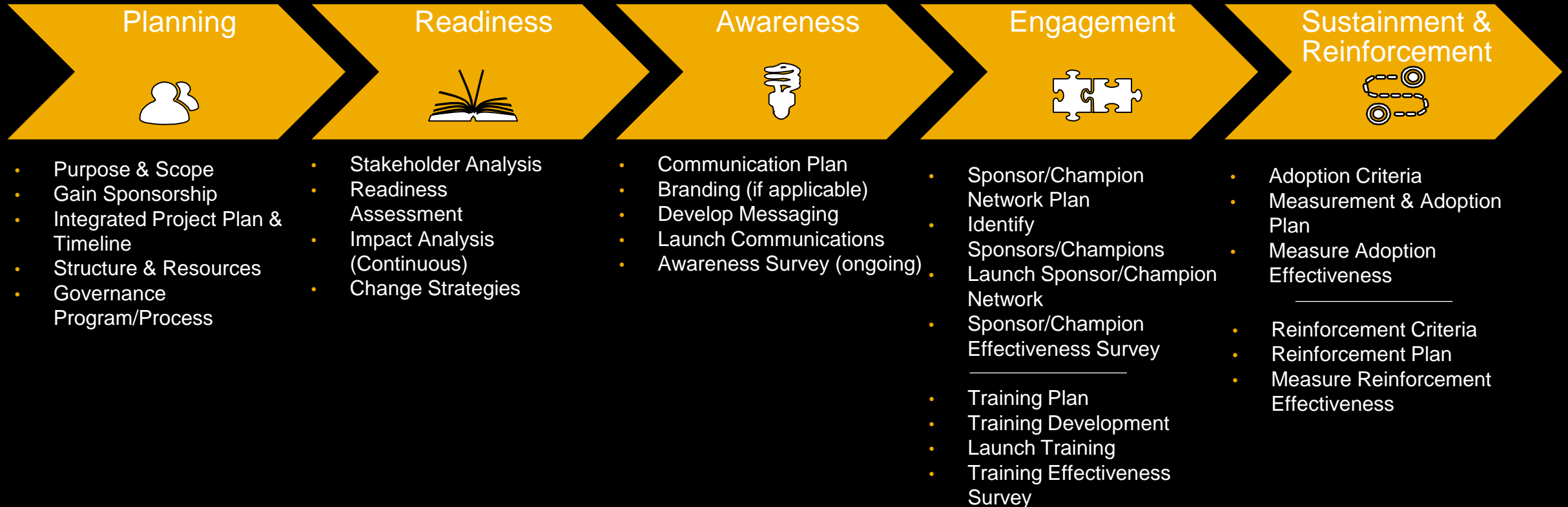
“**96%** of organizations with mature **(excellent)** change programs **met or exceeded** objectives, whereas only **16%** of organizations with immature **(poor)** programs met objectives.”

Financial Success

“Organizations with **mature (excellent) programs** are **59%** more likely to be on time and **40%** more likely to stay on budget.”

Source: <https://www.prosci.com/change-management/why-change-management>

Change Management Phases & Activities



When is Change Successful?



1. Sponsorship



2. Meaning

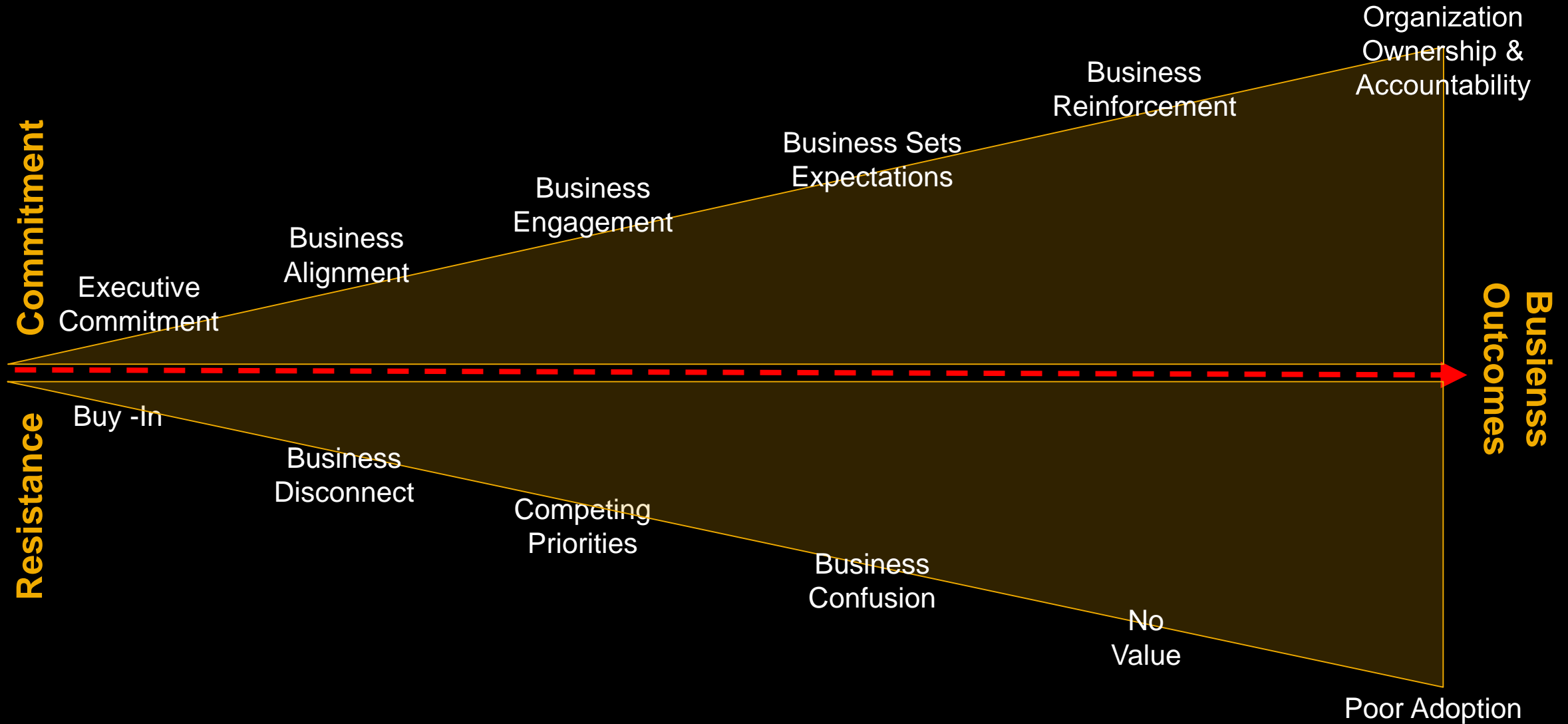


3. Influence

However, ...

**According to John Kotter
(creator of the 8-Step Process
for Leading Change),
only 30% of Change Management Programs
Succeed due to **manager resistance**
and **management sponsorship**.**

Engagement is the difference between Commitment & Resistance



Buy-in
is a purchasing decision

Sponsorship
is a commitment to engage

Ideal sponsor profile

- **Leading by doing – be a role model**
- **Providing visible, active support of the change**
- **Communicating consistently and confidently about the change**
- **Actively interested in the project, tracking milestones and progress**
- **Personally engaged → sponsorship cannot be delegated**
- **Prepared to manage resistance**
- **Passionate and enthusiastic about the change**
- **Creating a strong network of sponsors throughout the organization**
- **Persistent and patient about the change**



Wide Participation: Ambassadors

Programs that encourage employees to take the initiative and contribute to change had **five times the success rate of those with a purely top-down thrust.**

Find a purpose

**“If you always do what you’ve always done,
you’ll always get what you’ve always got.”**

Anonymous

Thank you.

Pietro Iurato

pietro.iurato@sap.com

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