

Title: An Investigation into HR Solutions including  
a case study on SuccessFactors.

(A project report submitted in partial fulfilment of the  
requirements for ITT Dublin's Bachelor of Science Degree (Ord.)  
in IT Management)

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## **Abstract**

The objective of this project was to analyse and evaluate the evolution of Human Resource Solutions and highlight how SAP has made huge strides in facilitating this evolution. The first step taken in order to complete this research was to delve into the history of SAP and discover the foundations on which this company was built and uncover the philosophies and attitude that this company has maintained since its origin.

Once the company background was unearthed, a clear indication of what SAP's vision for the future of people management was garnered. This research then led to the thorough investigation of SAP's cloud-based Human Capital Management suite known as SuccessFactors. The findings and research which are published in this report could be of great benefit to any organisations who wish to revolutionise their Human Resource functions and department.

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## Chapter 1

### **1.1 History of SAP**

SAP is a German multinational company which was formed in 1972. The company was co-founded by Hans-Werner Hector, Claus Wellenreuther, Klaus Tschira, Dietmar Hopp and Hasso Plattner and was originally called SAP Systemanalyse und Programmentwicklung ("System Analysis and Program Development"). These five former IBM employees all had the same vision, developing "standard application software for real-time data processing".

SAP reached its first milestone in 1973 with the completion of their first financial accounting system. This system eventually became known SAP R/1. SAP R/1 was one-tier architecture that consisted of Presentation, Application, and Database layers all installed in one system or server. In the late 1970s, after a detailed analysis of IBM's control system, SAP re-evaluated SAP R/1 which later paved the road for SAP R/2 and R/3.

In the 1980s SAP began significant development of the SAP R/2 system. The SAP R/2 system packaged mainframe software and application processes altogether in the same system in real time. This R/2 system integrated all of an enterprise's business functions and in 1981 SAP was able to achieve high levels of stability in R/2. SAP transitioned from a privately owned, limited-liability company into the publicly traded SAP AG in the year 1988. This allowed SAP to increase its capital stock from 5 million to 60 million Deutsche Mark (DM), which was the currency of Germany at that time. SAP then issued its first ever offering to the public, in October of the same year. Each share could be

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purchased at a cost of DM 750. 1.2 million shares were issued by SAP, and done so in the names of the company's corresponding proprietors. These shares were then listed at stock exchanges in Germany, in both Stuttgart and Frankfurt. SAP made R/2 easier to use in 1989 when they introduced its new, more user-friendly interface. However, this wasn't the only stride SAP made in this year. SAP R/3 also began to take shape and various development projects in multiple areas kicked off including the ABAP/4 programming environment.

In the 1990s real-time reached the desktop with the development of a client-server edition of the standard application software, which was called SAP R/3. This software allowed businesses worldwide to run more efficiently. The development of R/3, did not go as smoothly as planned for SAP. It would not work on the targeted computers, which were small IBM computers, and so SAP decided to market R/3 for UNIX systems instead. R/3 provided customers with many great capabilities including the storing, analysing, retrieving and also the processing of business data for use in many areas such as human resource management, the analysing of finance, production operation, and also many of the other business processes. SAP released R/3 to the general public in 1992 and in the following year, they began working with Microsoft in order to try to port the R/3 system to Microsoft's Windows NT operating system. R/3 was finally released for Windows NT in 1994 and very soon after, a company from Switzerland went live with this version, making them the first to do so. SAP went online in 1996 as it introduced a joint internet strategy with Microsoft. This meant that customers had the ability to connect their R/3 systems to online applications through the use of open interfaces. By the turn of the decade, SAP had worked their way up to becoming the

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global leading provider of e-business software solutions that allowed for the integration of many processes in and among companies and they generated a revenue of €6.3 billion in the 2000 fiscal year.

In the 2000s real-time found a new home in the form of the Web and yonder. New skylines regarding the access of data in real-time opened up with the help of mobile, in-memory computing and cloud computing. This made it possible to access data anytime and anywhere. SAP earned the rank of being the third-largest provider of independent software worldwide thirty years after its foundation in 2002 and in 2004 they found major success as they released the first version of NetWeaver. NetWeaver is a tool that provided the ability to build applications that would allow for the integration of databases and business processes from a number of different sources while taking advantage of the top Web services. What this meant was that customers could now run SAP and non-SAP systems in one environment. This was the inaugural Web-based cross-application platform that was interoperable. This meant that NetWeaver could be used to develop any application. It did not just permit the development of SAP applications, other company's applications could also be developed using this tool and the response was astounding. Come the end of 2004, more than 1,000 customers were using NetWeaver with more expected to follow suit. In 2006, in Orlando, Florida, SAP took part in the first SAPPHIRE event of that year. It was here that the flagship application of SAP was announced for general release. This application was called SAP ERP (Enterprise Resource Planning). ERP was created for support and integration of nearly all efficient areas of a business process including sales and also distribution, finance, procurement of goods and services, human resources,

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manufacturing, production planning, logistics and warehouse management. Shortly after the release of ERP, SAP acquired Business Objects. This propelled SAP to the becoming the leader in the business software market, in enterprise performance management, and in business intelligence.

The 2010s were very productive for SAP. The continuous growth of SAP was further propelled by SAP HANA. HANA was an in-memory platform that possessed the ability to make rapidly-paced data analytics reality. HANA was revolutionary as it enabled the complex analysis of big data that was never possible or practical before. Strategic attainments tied with continued innovation turned SAP into a leader in the areas of cloud computing and also business networks for e-commerce. In 2011 the initial HANA customers implemented the platform and were able to analyse and process data in a matter of seconds rather than days or weeks. The request for SAP HANA was comparable in many ways to the same demand that SAP received with the launch of R/3. SAP also announced the €2.5 billion purchase of Successfactors, who were the leading provider of cloud applications.

Now in 2017, 44 years after SAP was founded by 5 former IBM employees with a workforce that consisted only of themselves, SAP has transformed into one of the biggest software companies in the world. As of the end of the 2016 calendar year, SAP:

- Provides software and support to over 345,000 customers in more than 180 countries.
- Employs a diverse workforce of over 84,100 people in over 130 countries.

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- Had a total revenue of €22.06 billion in 2016.
  - Has over 110 million subscribers to their cloud base.
  - Has more than 15,000 partner companies worldwide.
  - Has 100 innovation and development centres globally.
  - 87% of Forbes Global 2000 are SAP customers.

## 1.2 Management Structure

The SAP board of management is split into two different boards:

- Supervisory Board
- Executive Board

The Supervisory board is responsible for advising and supervising the Executive Board. The composition of, and the number of members on the Supervisory Board are determined by the Articles of Incorporation and the Agreement of the involvement of the European Employees in SAP SE. Currently, the SAP supervisory board comprises of nine members, all who were elected by shareholders at their General Meetings, along with nine members representing the European employees of the SAP group. The SAP Supervisory board also appoints seven different committees to implement resolutions and prepare its deliberations. However, SAP itself is governed by the Executive Board. It is dedicated to operating and making decisions that follow SAP's best interests and it is bound by the policy of the company. The Executive Board coexists with the Supervisory Board and regularly provides them with swift, and comprehensive reports that include detailed information about the SAP corporate strategy, business problems



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that are facing the company, along with any potential risks that could cause harm to the business in any way if not dealt with promptly. The members of the Executive Board are the people who are in charge of each one of the board areas in SAP. They are the highest ranking employees in SAP and they are in charge of setting the overall goals and targets for the board area that they are respectively in charge of. SAP consists of the following board areas:

1. **CEO** - The Chief Executive Officer is responsible for setting SAP's company goals, mission statement and objectives. They are responsible for further deepening relations with the customers and the partners of the company while also ensuring excellent performance in the operations across all board areas.
2. **HR** - Human Resources' main aim is to support the transformation of SAP into the largest Cloud company. The HR team also ensure commercial adoptions of new markets and provide operational support on all matters related to the organisation, managers and employees.
3. **BNA** - The Business Network and Applications group is responsible for delivering best-in-class applications and services to customers of all sizes and connecting them to other businesses and services outside the for walls of the business. They also provide back and front office solutions that meet business needs and helps them scale.
4. **GCO** - Global Customer Operations department combines channel activities, global sales and ecosystem to further strengthen the company's go-to-market approach by nurturing customer relationships and accelerating value delivery.

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5. **P & I** - The Products and Innovation team combine and drive the development of all of SAP's products in order to reimagine the world with software through the development of revolutionary applications and technologies.
  6. **DBS** - The Digital Business Services board area drives SAP's adoption of software. They are responsible for safeguarding subscriptions and maintenance while making sure that customers are implementing and running the products which they have purchased. Through unmatched expertise, employees of this team provide guidance throughout the entirety of the lifecycle of their customer. This ensures that benefits are gained through the realisation of the digital transformation.
  7. **GF & A** - Global Finance & Administration oversee all the finance and administration functions of SAP.
  8. **BI & T** - The Business Insight & Technology team pushes Sap along on their never-ending expedition of innovation in reshuffling and redesigning internal systems and processes within the company. They are at the forefront of the embracement of the company's internal solution portfolio and they renovate many critical business processes to align with the cloud and platform strategy of Sap. They do all this whilst ensuring processes and systems are closely aligned to strengthen enablement and efficiency across all lines of the business.

The head of each of these departments, or board areas as they are more commonly known as here in SAP, will hire another person who will work underneath them in the management structure. This person is known as the second in command of that board area. On top of the executive head's goals and objectives that they have set

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out for the board area, the second in command will also add his own goals and objectives that he would like the people working under him to complete. This formation trend continues on down until we reach the team managers. The team managers will have their own managers higher up that they must adhere to, but they are also in charge of and are personally responsible for the regular employees such as CSMs, software developers and Enterprise Support Advisors. The regular employees will be given goals and objectives to meet by their team managers and they will answer directly to them while they are employed here in SAP.

### **1.3 Role of Employee**

During my time here in SAP, I will be studying to become a Customer Success Manager (CSM). CSMs belongs to the Digital Business Services board area which means that the executive head for my department is Michael Kleinemeier. By taking on the role of a CSM, employees will be providing preferred care delivery to the customers they will be working with in order to support them throughout their application lifecycle phases. CSMs work very closely with the customer team and engage Product Support, SAP Mission Control Centres, Operations, or Engineering to resolve issues. CSMs must complete numerous training modules to become informed and educated about the position. Once all the trainings have been completed, CSMs will need to pass a certification exam. Once this exam has been passed, the employee will become a

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certified CSM and will be able to support customers. CSMs are aligned with the Product Support team and collaborate with them to help usher a cohesive and time-efficient solution for their customers.

The main objectives of a CSM will be to provide support throughout a customer's lifecycle by:

- Providing customers with best practices and recommendations based on the results of their priorities and business goals.
- Working closely with partner resources pre go-live and after go-live to ensure that any open issues have been documented and are accordingly proceeding to resolution with the appropriate teams.
- Establishing cycle timelines and providing customers with guidance during regular touch-points to ensure that all launch dates are met.
- Providing release notes based on the customer's environment.
- Delivering support to their customer regarding their adoption of new features.

#### **1.4 Role of IT in my Department**

The Digital Business Services board area's main goal is to guide our customers through their digital journey and, to globally lead servitisation in the new digital economy. This means that IT plays a crucial role in this department. My Department relies heavily on an IT system called the BCP Customer Support system. The BCP system is an SAP Customer Relationship Management (CRM) IT Service Management based platform which

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is powered by SAP's very own HANA. It is in this system where CSMs can view tickets created by their customers outlining problems or issues they are having with the SAP product they purchased. It allows CSMs to mark the importance of customer tickets into different categories based on four priorities. If a ticket is graded as P1, this means very high and the CSM must respond within 1 hour to the customer's issue. If it is a 'high' issue, it is marked as P2 and demands a response within 2 hours of the incident being submitted. P3 is medium priority and must be responded to within 4 working hours. The lowest priority is P4, graded as 'low' and the customer must receive a response within one business day. This system is vital in the processing of customer incidents for CSMs.

### **1.5 Strategic Challenges the Company Faced**

One major challenge SAP that faced SAP was regarding the on premise ERP system. The area of IT is forever changing with advances being made in technology more frequently than ever. SAP believed that cloud computing was the future. They wanted to find a way to make it possible for their ERP systems to run in a cloud environment. SAP finally accomplished this task when they acquired SuccessFactors. SAP SuccessFactors (SF) is a Human Capital Management (HCM) suite of Core HR Solutions and it granted SAP the opportunity to provide their customers with a platform which allowed them to run their entire HR operations end to end within the cloud.

Another challenge which faced SAP was to do with databases. SAP wanted to revolutionise databases. They felt that most of the databases available were too slow.

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SAP spent years trying to develop a database which could run a customer's business on an in-memory data platform. Many other companies thought that it was not possible, however this was finally achieved with the creation of SAP HANA. HANA transformed database management completely. It delivered real-time insights from live data by processing transactions and analytics in-memory on a single data copy. This was an enormous achievement for SAP.

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## **Chapter 2**

### **2.1 Work Undertaken**

During the two months that I have been an intern here in SAP I have been completing a training course for the Learning SuccessFactors module with objective of becoming a certified CSM. However, along with the training that I am currently still doing, I have had multiple other tasks to do as well.

The first task that I was given was regarding Continuous Quality Checks (CQCs). CQCs are remote services that SAP can offer their Enterprise Support and Preferred Care customers to reduce technical risks and outline any optimisation potential on SAP and non-SAP systems. Each intern was given a different CQC to research and answer questions about, and this followed by designing a slide deck for the CQC. This slide deck then had to be presented in a 10-minute time slot to all fellow interns and a small number of managers. The CQC which I was assigned was OS/DB Migration Check which helps customers who want to migrate their operating system or database, or both, to a new platform.

Value Map is another SAP product. A Value Map is a tool that makes it much easier to help customers and empower them to take full of advantage of their investment with SAP software. The second task which I fulfilled was to create an informational and educational video about Value Maps. This was done in a team of two. Together, myself and another intern created a 22 slide PowerPoint presentation about Value Maps. When it was completed we recorded our screen, turned the mic on and spoke over the presentation, explaining each slide in as much detail as possible. This video which my

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fellow intern and I created, ended up being 7 minutes long and has already been put up on the SAP JAM site, which is SAP's equivalent to a professional business Facebook, for both employees that wish to know more about this product, and, more importantly, for customers who may be interested in acquiring this product to see.

The most challenging task which I have been given so far has been the Setup Service task for Preferred Care. Last month we were given a 90-minute long presentation about Preferred Care. It is a presentation that SAP employees, CSMs in particular, will have to give to their customers to educate them about Preferred Care, and to let them know what they are entitled to along with what benefits they will receive with this support offering. The task was then to present this slide show back to the people who initially gave to us. It was essentially an oral examination which I had to pass. There were nearly 50 slides packed full of information which I needed to be able to speak about and go into detail if necessary. It was the most challenging task that I have undertaken so far, however, I felt that it went quite well and I later received good feedback from my manager about this task.

Many of the other interns do not come from an IT college background. Therefore, for these interns, it is hard to grasp a lot of the information and technical terms that are used frequently throughout SAP. However, this is not the case for myself. Due to the fact that I am completing an IT Management course in the Institute of Technology Tallaght, there is a major cross-over between courses and modules I have studied in college, and the work that is being done here in SAP. Modules surround topics such as Databases, which I have studied each year of college so far, allowed me to understand



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and write a report about how S/4 HANA operates and how it is more efficient and faster than other in memory platforms with ease. Another major link between college modules and the work being done here in SAP is Cloud Distribution. SAP are currently in the process of slowly trying to move all their customers to the cloud with SuccessFactors. The CSM role which I am currently training for is heavily linked to cloud and SuccessFactors which gives me a major advantage going forward as I can use the knowledge I gained from college and apply it here in SAP as a CSM.

## **2.2 Critical Evaluation**

Every task I have completed here in SAP, has been accompanied by a deadline that had to be adhered to. One major skill that I gained in college that has proved vital so far here, is time management. Due to the fact that over the three years I have had to do a number of projects and CAs in college, meeting these deadlines and being on time for work and meetings has not been an issue.

A crucial competency which I gained in college has been giving oral presentations. This has been of major benefit to me since joining SAP as an intern. So far, I have had to do four oral presentations here, and I would have been much more nervous and I would have performed much worse had it not been for the fact that I have given many presentations to classmates and lectures during my time in college.

However, the knowledge gained from my time in college is extremely beneficial on this placement. I have knowledge from my studies on databases, networking, web design, software development, cloud distribution, IT service management, operating systems

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and much more. All this knowledge is very useful as I may need to touch on any number of these topics during my time here, and already having experience in this areas gives me an advantage over the other interns.

Once I am certified, I will be able to fully contribute and give back to SAP by taking on customers and managing their success as a CSM. However, on the road to certification, I have been given the tools necessary and have been provided with opportunities to improve key skills such as interpersonal and team skills, organisational skills, and project and time management skills.

I am still only in my third year of a 4-year IT Management course. The industry experience I have gained in SAP will be vital for me going forward in life. Career wise, I have always wanted to go and work in the area of networking. Nothing else would suffice. However, working here has opened my eyes up to all the different possibilities and areas which I have the opportunity to work in in the future. I am really enjoying the training for a CSM and I am looking forward to hopefully getting customers soon. However, I have seen through working here that there is more than one industry area I find interesting and would like to work in. There are so many areas within SAP itself, so at the moment my main objective is to carry out a successful internship, leave the company with a great impression of me, and then hopefully when I finish my degree, I might be able to come back and get a full time job here in SAP.

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## **Chapter 3**

### **3.1 An Introduction to HR**

Human Resources, or 'HR' for short, is the board area of a company that has a primary focus on happenings relating to potential future employees, along with current employees. HR responsible for the carrying out of tasks including but not limited to recruiting new staff, retaining current staff, the on-boarding of new employees, training employees, managing employee benefits and compensation, payroll.

In recent times, HR has undertaken an enormous transformation in both the aspect of technology, and also in the manner in which it approaches work done and the employees. Old-style HR, had no place in strategic meetings as it was not seen as a tool vital to strategic success. In the past, HR software was simply to do with basic employee tracking involving their benefits, hours worked, days available and payroll. What was originally centred on traditional processes such as tracking employee pay or how much time they have entered, has now evolved into complete employee lifecycle process that track efforts to recruit, retain, develop and reward people. However, still, even in today's world, there is a major problem with HR in the form of brand new technology being created with heavily customised processes which reflect strategies and policies twenty or more years old. Although due to its continued evolution, today's, modern HR is an approach that considers employees as assets. It works off the belief that employees value can be managed and enhanced through investment in their skills and knowledge. This modern form of HR is known as Human Capital Management (HCM).

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Businesses and organisations who support HCM have the ability to provide their people with clearly defined and consistently communicated performance expectations. Managers are responsible for rating, rewarding and holding employees accountable for the achieving of their own specific business goals, creating innovation and the supporting of continuous improvement. In the back office, HCM is an ingredient of either an ERP (Enterprise Resource Planning) system or a completely different suite which is usually integrated with ERP. Recently, the phrase ‘HCM system’ has started to displace expressions such as ‘HRMS’ (Human Resource Management System) and ‘HR system’ as a blanket term regarding the integration of software for both talent management processes and employee records. The records component provides managers with the necessary information needed for making decisions which are built on data. Talent management possesses the ability to include dedicated modules for a number of key elements. These include recruitment, performance management, learning, and compensation management, and other applications related to attracting, developing and retaining employees (Rouse, 2015).

Human Capital Management software can be extremely beneficial to businesses as it rationalises and automates almost all of the daily record-keeping operations. It also provides HR staff with a framework which provides the ability to manage payroll and benefits administration, plan succession planning and document things such as the actions of personnel, along with their compliance regarding industry and government regulations. Although Human Capital Management systems are now synonymous with

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Human Resource Management System, quite often they surpass these basic HR functions through the addition of integrated talent-management features.

### 3.2 Case Study: SuccessFactors

Since its formation in 1972, SAP has had an ideology regarding employees. When you first walk through a company's front doors an energy can be felt. This energy can be flat or it can be electric, and it's ever-changing. SAP strongly believe that it is the employees of the company or business that drive this energy, and that they are the heartbeat of the organisation. This company strongly feels that engaged employees will do what it takes to win. There are four key parameters which can drive the necessary employee engagement. These include:

- 1. Feeling Supported** - In order for employees to be willing to step out of their comfort zones and push boundaries to strive for higher goals, it's crucial that companies make sure their employees feel like they have everything they need to succeed. If an employee can see that he is be supported and has the backing of managers and peers, it will only motivate them to push themselves harder and be even more productive.
- 2. Training** - It is also vital to inculcate a culture of continuous learning in the workplace. This ensures that employees can keep up with the constant change regarding both industry and in their own workplace as it ensures that they will always have the fresh and relevant skills necessary to do their job.

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3. **Rewards** - The employee activities of performance and behaviour can be addressed and positively manipulated through the use of a winning reward systems that will span across benefits, compensation, recognition and appreciation. It is important to reward you employees for doing a good job and working hard.
  4. **Motivation** - This is the least tangible parameter, however, it is one of the most important ones. It is essential to keep your employees motivated. Employees need to be enthusiastic about what they are doing in work. If a company's employees are motivated they will have a drive to get things done and be willing to push themselves harder and strive to improve their performance in productivity.

SAP's view and approach to employee engagement is further backed up by multiple research studies which have been published. The first, a study titled "The impact of Employee Engagement on Performance" which was published by the Harvard Business Review found engaged employees help drive extraordinary results. It showed that 71% of respondents ranked a high level of employee engagement a crucial factor in achieving business success (Harvard Business Review, 2015). Another study, conducted by Deloitte University Press called "Global Human Capital Trends" states that business and organisations who create a culture and environment which is defined by key factors of meaningful work, deep employee engagement, job and organisational fit, and strong leadership are outperforming their peers and are highly likely to beat their competition in attracting and retaining top talent (Deloitte University Press, 2015). It shows that 87% of HR responders think that engagement is an important issue, with

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66% of responders currently updating their engagement and retention strategies. Finally, a study by Gallup, titled “How Employee Engagement Drives Growth” discovered that businesses with an engaged workforce have higher earnings per share than those that don’t, and they seem to have recovered from the recession at a faster rate (Gallup, 2015).

SAP have also been closely monitoring today’s ever-changing world. This change is happening at an accelerated pace and has been significantly impacting HR strategies. For the first time in history there are five different generations of workers working side by side in organisations. This workforce is more diverse than ever before. It is more diverse by gender and ethnicity which provides a new dynamic of culture, different languages and different views and ideals that all must be accommodated.

This change has also led to a growth of complexity in HR. As is, HR already has little standardisation regarding its process. Regularly HR has been forced to make up the rules as they go. This leads to the unwanted, and unintended consequence of introducing complexity into the operating environment. The old ways of HR became entrenched and HRs ability to be flexible and agile has become more and more limited. Organisations often implement HR systems quickly and as part of larger ERP implementations. This leads to HR rarely receiving sufficient budget or resources necessary to have the ability to rethink processes and eliminate complexity. This results in new technology being heavily customised with processes that reflect strategies and policies 20 or more years old.

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The final key area that is changing, which SAP is monitoring is the battle for talent. New research which has been carried out suggests that by the time the year 2020 has been reached, there could be 40 million too little college-educated workers worldwide. This prediction, added to the fact that Millennials have become the largest congregation in the workforce, means that the foundations of competition has significantly changed. This means that there is a strong need for a renewed emphasis on ways of recruiting, onboarding and top talent.

SAP believe that a strategic re-imagining and rebuilding of HR is required. SAP is heavily focused on the cloud and have the long-term goal of moving all of their customers to the cloud. HR has already began moving to the cloud and will continue to do so at a rapid pace. However, SAP realised that it is not enough to merely be in the cloud. Simply checking the “cloud” box and replacing your on-premise software and hardware with any Software as a Service (SaaS) will not solve strategic HR challenges. They believe that only the right innovative recipe of ingredients will ensure a successful transformation of HR. These include:

1. **Simplicity**

A critical element of business success, which continues to become more and more important is the action of simplifying the workforce. This task requires strong discipline as it involves having the ability to identify and keep what is important in the workplace while removing anything believed to be unnecessary, and then using technology to improve and increase the efficiency of what is left. However, simplicity is not just about simplifying for business efficiency. It is



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also about simplifying integrations and workflows in order to allow the execution of Human Capital Management processes including performance management and workforce planning in line with people's day-to-day work, meaning that it will also allow employees to focus on customer priorities.

## **2. Collaboration**

Success is never found in isolation. To be successful you need to collaborate with and help others. It requires a strong team effort and a great atmosphere in the workplace. Leveraging social collaboration across all major HR processes such as onboarding, learning and recruitment is crucial and can be extremely beneficial to the business or organisation. Doing so will lead to an increase in HR process efficiency, a lower cost training, and provide improved performance management.

## **3. Flexibility**

In today's ever-changing world and fast paced business environment, it is crucial to possess the ability to adapt when external changes occur. However, HR needs to have the ability to react to internal changes in their own organisation, for example processes or structures, as well as all regulatory and legal changes without there being any disruption for either IT or HR itself.

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#### 4. Intelligence

Managing complex processes, crossing organisational borders and the spanning of the boundaries of traditional HR applications are major challenges facing HR today. This means that the metaphorical door is often left open for costly errors with people becoming confused and being forced to guess what to do next in panic. This leads to companies being driven to spend obscene amounts of money on shared services or business process outsourcing in order to be able to support their users and manage the complexity of their HR processes.

Through their beliefs and realisations SAP were able to acquire and further develop a product which had the functionality to leverage modern technology to handle end to end HR processes across modules and organisations, all the while effectively masking the complexity for the user.

“Success is simply human” is not just a saying used lightly and thrown around by SAP, it is the mantra which this company was built on and continues to stand for today. SAP believe that an organisations success is in the hands of its most important asset, its people. For many companies, underneath the expression that “employees are your most important asset”, there is a belief that people are the only long-term source of competitive advantage. According to SAP, you can have the best business strategy worldwide in your particular market, however it will remain useless without engaged employees. With many areas of competitive advantages becoming less and less relevant, managing your employees by instinct and intuition has become entirely inefficient. The most competitive companies in today’s world will be the ones who

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manage their people like they assets they are.

SAP have generated a solution enable results. There are three main components of this solution with an organisation's people at the centre of it. According to SAP, the three things to concentrate on when selecting HR software are:

### 1. Simple to Use

It is important to meet the digital expectations of today's demanding end-users. These people's frames of reference are formed from constant use of the consumer applications. This means that making a solution that is simple to use is crucial.

### 2. Simple to Run

Often, when people talk about the term "in the cloud" they neglect to mention or even forget that there is crucial technology in the cloud which helps it to function. SAP believe that this technology has to be:

- **Secure:** It is extremely important that customers' information and data is protected using correct data segmentation and data privacy standards. Security in the cloud is essential for business continuity for both the customer and SAP.
- **Open:** It is important that the technology is inherently secure by design while also allowing the customer to access their cloud functionality whenever they want with ease and without any bugs or errors presenting themselves.

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- **Extensible:** It is also important that customers are provided with the actions of customization and configurability to make the systems and technology more suitable to their liking and also easier for them to use. There also needs to be application flexibility as every customer's organisation is different. Extensibility is essential to allow for the extension and customisation of SAP applications to meet their customer's specific needs.

### 3. Simple to Succeed

SAP have always considered a comprehensive suite of talent and core HR applications far superior to individual point solutions. Furthermore, both the global and local expertise will ensure customers' business success in any country throughout the world. To add to this, the strong user community of peers will deliver value for SAP's customers and support adoption.

SAP managed to develop a suite of core HR solutions which was capable of reducing, and even in most cases, completely eradicate issues which affected Human Resources and Human Capital Management in the past. Employees are the heartbeat of the organisation, and SAP SuccessFactors allows owners to tap into that heartbeat. SuccessFactors provides HCM managers with the ability to proactive on a daily basis rather than reactive. SuccessFactors provides customers with a unique competitive advantage as it helps transform an organisations business strategies into measurable business outcomes through the maximisation of employee engagement and the simplification of Human Resource processes.

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SuccessFactors delivers unmatched solution breadth and depth through a full set of core HR and talent management solutions that is based on modern cloud technology which makes them simple to use. In addition to this, it includes vigorous workforce analytics and planning combined with a next generation Human Resource solution that will improve executive insight and decision making. SuccessFactors is delivered to customers through Software as a Service. It is delivered on a highly scalable, secure and reliable architecture which offers swift deployment, high-speed results and continuous innovation to customers at total cost of ownership which is lower than other solutions.

There are a number of modules which help SAP provide their customers with a complete, recruit to retire solution that spans across all talent processes and comprehensive content such as skills and competency libraries, goal catalogues, legal and coaching content, as well as job descriptions. These SuccessFactors modules also help supply customers with a foundational set of capabilities which include Talent Search, Talent Insights, Basic Jam, Job Profile Builder along with SAP SuccessFactors Presentations. All of this will help their customers achieve better results from day one.

SuccessFactors modules do not have to be purchased all together. Customers can pick and choose which modules they would like to purchase based on whether they feel it will be beneficial to their organisation. However, a big role for SAP's sales teams, architects and customer engagement executives is to speak with the customer and recommend certain modules and explain how they can improve the performance and increase efficiency of the customer's organisation, and also to guide the customer and

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advise them which modules would be relevant for their organisation, and which modules are not needed as SAP doesn't want their customers unnecessarily spending money on modules that will not benefit them.

The modules of SuccessFactors include:

### 1. Employee Central

Employee Central is the largest of the SuccessFactors' modules. Not only does this module provide customers with a 'system of record' for all employee and HR related data, but it also provides them with a platform where everything in their organisation can come together and transform the work experience for the better. With Employee Central, the HR organisation will have the ability to generate and build more value-based relationships with all the people supporting the business. It enables HR to engage both permanent and part-time workers to collaborate in new ways using new features such as consumer-style tools, as well as social HR. This module also management design, plan and implement improved and more beneficial people strategies to ensure better business results.

Employee Central's main strength lies in its global and unmatched localised capabilities that ensure legal and corporate compliance and take local culture and people's expectations into consideration for a broad and seamless adoption.

Some of the key objectives and deliverables of employee central are:

- **Advice on strategy** - With clear visibility into the entire workforce and access actionable insight, the leaders in HR will be able to advise senior

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leaders on business-driven people strategies, strategically drive topics such as diversity and inclusion, along with measuring the impact of initiatives.

- **Structure Transformation** - Comprehensive, integrated and searchable employee and organisational information and tools to support the agility of an organisation are required in order to translate strategy into operational success. With smart automation leveraged across business and administrative functions, it is possible to manage end-to-end processes, not just siloed transactions.
- **Engaged People** - It is important that every member of an organisations workforce is supplied with essential tools that contribute to the goal of the business. Employee Central will help reach people and add value to their lives on a daily basis through simple, smart and usable information and services which they will need. It will also maximise engagement as it enables people to create a real image of themselves and empower connections and social collaboration.

## 2. Recruiting

SuccessFactors Recruiting helps with the hiring of the world's best talent. It helps HR recruiters to source and engage these people easily. Recruiting provides HR with guidance and intelligence through every step of the recruiting process including sourcing, candidate management and marketing. SuccessFactors has made recruiting both simple and comprehensive. It ensures that managers and

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recruiters are able to quickly hire the best talent possible for the position. The deliverables of the Recruiting module include:

- **Sourcing the Best Talent Globally** - Allows organisations to advertise jobs for candidates across the world using analytics to provide complete visibility into sourcing in order to eliminate budget and reach the best candidates.
- **Engaging and Nurturing Talent** - Recruiting allows businesses to build talent pipelines. This allows them to engage with both active and passive candidates everywhere with a complete responsive candidate experience that will work on any devices.
- **Hire the Right Candidate** - Most importantly, Recruiting ensures that business hire the right candidate for the job from the use of streamline hiring from mobile applications, to interview scheduling on to online offer letters. With the mobile tools included to get jobs posted and approve offers, SuccessFactors makes it simple to hire the right talent.

### 3. Learning

SuccessFactors Learning, an omni-channel training solution, provides customers with the most comprehensive and simple way to improve the skills of their employees, reduce the risk of compliance and engage, effectively, external learning audiences. Only SAP's SuccessFactors Learning module provides customers with innovative capabilities which help create a culture of continuous learning, generate approaches to supporting learning content which are both



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flexible and open, and provide proven business results at organisations worldwide. The aim of this module is to:

- **Improve Employee Productivity and Workforce Skills** - Learning helps develop leaders while closing the performance gaps through engaging the employees. As studies have shown, employees who are engaged will share ideas, develop new skills and gain new insights, all of which will make the employee more motivated and productive.
- **Help Ensure Compliance and Reduce Risk** - SAP SuccessFactors Learning also helps organisations abide by legally mandated compliance goals as required by standards such as Occupational Safety and Health Administration (OSHA), Health Insurance Portability and Accountability Act of 1996 (HIPAA) or FDA standards, along with internal code-of-conduct.
- **Extend Learning to External Audiences** - The learning leaders of today are continuously working to help their organisations and businesses improve competitiveness, increase their revenue and improve customer satisfaction. However, most learning efforts still only remain focused on internal training regarding talent development with barely any focus on external audiences which include their customers, partners and communities. Now with the SAP SuccessFactors Learning Marketplace, these learning leaders have a powerful solution on hand that helps them transform their businesses and execute digital strategies with a focus to improve customer, partner and community engagement.

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#### 4. Performance and Goals

One of the most important modules, and one which SAP recommends every organisation should have is Performance and Goals. Organisations which a continuous approach with regards to managing the performance of their workforce will be able to easily adapt to the ongoing changes in the competitive environment and achieve sustainable growth. This module centres around employee performance to ensure that an organisations always have the direction, feedback and recognition they need in order to perform to the best of their abilities. The comprehensive set of capabilities included in SAP SuccessFactors Performance and Goals allow customers to develop a unique performance management process which will give an accurate evaluation of past performance while improving future performance. This module provides customers with:

- **Goal Management** - This ensures that employs are kept constantly focused on the correct business objectives.
- **Continuous Performance Management** - Provide ongoing feedback and coaching in order to help employees improve and succeed.
- **Performance Assessments** - This allows customers to accurately measure the value and impact their employees are providing to their organisation.

#### 5. Onboarding

SAP SuccessFactors Onboarding is a new, fresh approach to onboarding. SAP view onboarding as being the starting point for a fully integrated talent management

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suite and that it sets the foundations for success for the employee in every area. Onboarding leverages the SAP SuccessFactors to generate a connection with other talent processes including goal setting, learning, core HR and recruiting. Onboarding becomes the centre of the talent strategy rather than being just another HR program in isolation. This means it will empower new hires to ‘upskill’ quickly and contribute to corporate goals as soon as possible. In addition to the traditional features of onboarding such as forms and task management, SAP SuccessFactors Onboarding goes further to enable strategic onboarding. This includes features which are specifically designed and entirely focused on helping the new hire feel informed and connected from day one. This module gives new hires the ability to interact with and meet virtually with their new peers well in advance of their first day, greatly improving employee engagement and new hire retention. SAP SuccessFactors Onboarding helps customers by:

- Providing guidance in a meaningful way through each step of the onboarding process to both the HR department and the new hire. This helps improve efficiency and compliancy.
- Increasing employee engagement and retention through the connection of the new hires with the correct people and all relevant content even before their employment begins.
- Enabling new hires to begin their contribution in record time through the quick development of new hires, turning them into productive employees.

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## 6. Compensation

One of the largest investments for every organisation is employee compensation. Once integrated with the broader talent management strategy, compensation has the ability to engage employees, improve their performance, improve execution along with ensuring the retention of top talent within the company. With SAP SuccessFactors Compensation solution, workforce compensation can be transformed into a crucial part of an organisations overall talent strategy. This module is a strategic compensation management solution which will enable professionals of compensation, business leaders and encourage managers to align business objectives and compensation programs. It enables customers to manage and model their competitive compensation programs to ensure their employees are motivated. This module provides:

- **Alignment of business objectives with compensation programs** - It is important to strategically allocate budgets in order to support goals and segregate sections of the business along with levels of the performance of the employee using compensation.
- **Precise Management of Global Compensation Budgets** - Help ensure compliance, increase and improve the accuracy of budgets, and increasing process efficiency.
- **Motivation of Employees to perform to the best of their ability** - The recognition and, simultaneously, the rewarding of employees for their contributions and outstanding levels of performance is essential for keeping them engaged and motivation.

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- **The Instilling of a pay-for-performance culture** - Ensure employee engagement by tying their performance with rewards while ensuring that the alignment of performance-goal achievements with bonus pay-outs in adherence with fair, objective compensation decisions.

## **7. Succession & Development**

Today, almost every industry is extremely competitive, meaning companies have to continuously cultivate the next generation of leaders to ensure that they have a business advantage over their competitors. SAP SuccessFactors Succession & Development helps customers with the identification and development of the talent necessary for the improvement of the strength of the organisation and the achievement of the current business goals, all the while providing both succession planning and visibility capabilities in order to support future growth.

The Succession & Development module helps:

- **Reduce the Organisational Risk** - Helps reduce the risk of poor business execution by easily identifying and addressing both the current and potential talent gaps.
- **Ensure Talent Continuity** - This module will help develop and maintain a continuous stock of talent, internally, in order to fill all the necessary and critical roles throughout the customers organisation.
- **Leverage Insights of the Workforce** - Helps customers make more informed and accurate decisions by analysing the talent supply and talent demand of the organisation.

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- **Create More Effective Succession Plans** - Use custom dashboards and reports to measure the effectiveness of the succession plans of the organisation and the impact they will have on business outcomes.
  - **Increase Employee Engagement** - Successfully and effectively empowering employees to reach their peak potential, advance their careers for the better and use targeted development plans to accelerate their learning.
  - **Optimise Career Development in the Organisation** - Create and use innovative mentoring programs which are linked to the business strategies of the organisation in order to enhance career path development.

There is a reason that SAP SuccessFactors is ranked number one in the world among Human Capital Management suites of core HR solutions. The reason is that SuccessFactors has and continues to help transform organisations HR department for the better across the world with over 4,800 customers worldwide and more than 40 million users in 177 countries. SuccessFactors will simplify HR operations for an organisation while making them more effective than ever before.

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## **Chapter 4**

### **4.1 Conclusion**

Over the course of completing this research project numerous activities have been carried out in order to acquire the material and content necessary to do so. Firstly, I took time to research the history of SAP in order to gain an image of what type of company it was. I uncovered information about all SAP products dating back to their beginning. This allowed me to derive the opinion of SAP that they are very customer focused and put a great emphasis on improving products and developing new ways to make their customers lives easier by enabling them to run simple.

Once the history of the SAP was known, I researched other topics such as the management structure of the company and the role of my position, which is a Customer Success Manager, in order to garner an understanding of how the company operates. Through this, I learned that SAP contains numerous board areas, mine being Digital Business Services, with each board area essentially act as one enormous team striving to achieve a great number of business goals together.

I then went on to talk about the work which I am undertaking during my internship here in SAP. The purpose of this was to highlight what my role in emphasise how the topic of my project significantly ties into my daily work. I interact with SuccessFactors daily whether it is through online learnings or managing my goals. This was a major factor in the decision to use SuccessFactors as the case study for my investigation as it is a product that I would be interacting with regularly which made it a very interesting case study to undertake.

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In preparation for the chapter 3, mini-project section, I obtained more than 20 documents and files on SuccessFactors and Human Resources in general. I started by discovering what exactly Human Resources is. I reviewed material from multiple sources in order to help me shape my understanding of the topic. By doing so, I discovered that HR has been evolving and moving towards the cloud. It was begging to transform into a new and improved version of HR called Human Capital Management. This was another reason why I feel SuccessFactors was the perfect case study for this report, as SuccessFactors itself is a Human Capital Management suite of core HR Solutions.

Many of the documents which I obtained for the report came from SAP's employee and support portals. However, in order to write research which was nonbiased, I also obtained several files about SuccessFactors from non-SAP, third-party sources. During my study of the SAP product SuccessFactors, I learned a lot of new information relating to the product. I was able to explore the numerous modules of SuccessFactors in great detail. This allowed me to understand what the purpose of each of the SuccessFactors module was and how their implementation could benefit organisations and transform their HR department and operations.

Researching HR Solutions along with SuccessFactors was an interesting and enjoyable study to carry out. From the research conducted, and based on the numerous awards SAP receive each year for SuccessFactors, I firmly believe that SuccessFactors truly is the number one product for HR Solutions. My conclusion is backed up by the numerous 'Success Stories' of organisations implementing SuccessFactors. Year in year out since 2013, IT analysts such as Forrester, Gartner, IDC and Nucleus Research have recognised



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SuccessFactors as the market leader in Human Capital Management software for cloud-based HR including talent management, core HR and HR analytics. Furthermore, and once again backing up the conclusion I have drawn, the status of how well regarded SAP and SuccessFactors is emphasised by major companies such as IBM, Etihad Airways and Jaguar Land Rover acquiring the product to improve their organisations and the lives of their employees.

## **4.2 Recommendations**

I have thoroughly enjoyed my time as in intern here in SAP thus far. However, one recommendation I wish to make to SAP is regarding their training of new employees or interns. I believe that there should be more practical trainings for new hires to do. Many of the other new hires here operate in a similar fashion to me. I find that you can retain information easier when you are physically doing a task rather than reading off slides for long periods of time. I believe that reading line after line will just cause people to become tired. However, I feel that practical trainings with scenarios to solve and different objectives accomplish will increase employee engagement and help them to retain information better, as they will be enjoying the challenges and they will have an increase in brain activity which will help them learn more effectively. I think this could be beneficial to both SAP and for the new hires as this could be a way to transform what some people deem 'boring' training into an enjoyable, practical experience.

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