

Accenture Software for
Human Capital Management

Confidence in HR conversions and integrations

How to manage risk when migrating
to SAP SuccessFactors



Integration is key to success

The advent of digital technologies demands new levels of speed and efficiency for the modern HR department. The scope and scale of many organizations means managing HR systems, which are often a combination of on premise and in the cloud, can be complex and difficult.



From the integration of data models to employee self-service, or from payments to handling the sheer number of employees and organizational changes, HR is managing vast data pools on a daily basis.

According to Forbes, too much data results in too much noise and compromises the performance, profitability and security of any enterprise.¹ So although frequent data migrations are a fact of life for HR leads, data integration is often the single-biggest factor keeping them awake at night.

Data that must be integrated across multiple systems should be kept in sync. Successful migrations demand a close eye on the key stages of data cleansing, conversion, load, validation, testing and—in the case of replicated systems— reconciliation. These checks and balances are not a one-time event—indeed, such tasks can be more complex than many HR leaders think. In an analogy referenced in another Forbes article, the task of correlating data is “not at all like mining a rich vein of gold. It’s more like looking for nuggets in a hundred-acre junkyard.”²

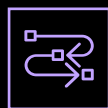
To cut through the noise, organizations should consider how to use data in a smart, more targeted way. They need to embrace validation and reconciliation as fundamental to their HR data strategy—and discover new ways to make those functions both easy and automated.

Definitions



Validation: Verifying centralized employee data to ensure consistency and correctness in system implementations.

Ask yourself: How can I be sure that everything in the source system is now in our target system in the way we expected?



Reconciliation: Maintaining accuracy of replicated data between the cloud (SAP SuccessFactors' Employee Central) and on premise (SAP HCM/Employee Central Payroll).

Ask yourself: Do we always have the right data to run our payroll processes efficiently and accurately?

¹ Why, Yes, There Is Such A Thing As Too Much Data (And Why You Should Care), Forbes, January 2022. <https://www.forbes.com/councils/forbestechcouncil/2022/01/03/why-yes-there-is-such-a-thing-as-too-much-data-and-why-you-should-care/>

² Too Much Data, Not Enough Insights, Forbes, October 2023. <https://www.forbes.com/sitesforbesbooksauthors/2023/10/16/too-much-data-not-enough-insights/>

More than a data move

It is vital that on-premise or legacy systems and the cloud system work in harmony, especially when it comes to payroll. Here are some essential considerations when moving data from one system to another.

Validation is fundamental before, during and after migration

All HR teams want to focus closely on the task in hand—making sure data is available and in the right system. But moving data to the right place is only one part of the migration challenge. If it is found to be inaccurate or incomplete, that migration is far from being a success.

Validation can reassure HR users that they are handling accurate, up-to-date data. But it is one of those tasks that is often implemented as an afterthought. To undertake validation manually requires a huge effort—and, with the potential for human error, there are no guarantees around accuracy. The bottom line is that a manual validation incurs considerably higher risk—and can create bottlenecks or delays.

Cloud does not operate in splendid isolation

Once HR users have migrated their data and are fully operational in the cloud, it may still be important to integrate data from other systems, both cloud or on-premise. For example, if HR teams run their payroll in another system, it is an ongoing requirement to perform some kind of integration reconciliation

Regulation puts pressure on quality and accuracy

The heat is on as a result of European Union General Data Protection Regulation (GDPR) and other relevant and upcoming legislations. HR professionals cannot focus on just one data segment, they need to tackle it all, holistically. The ASUG survey¹ finds that most companies feel that compliance measures (such as GDPR) will at least somewhat affect data handling processes going forward.

Migration and integration demands a “strategy first” approach

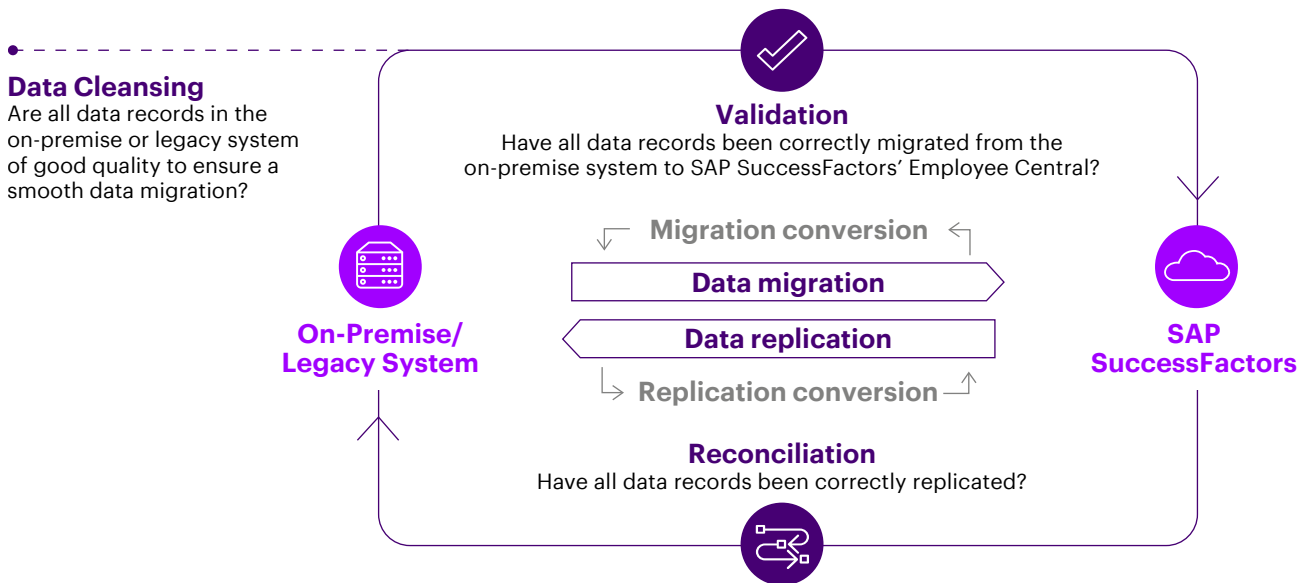
As with any critical business decision, agreeing a strategy for ongoing validation and reconciliation as vital to avoid difficulties in data movement and management further down the line. In our experience, however, few HR teams have such a strategy today; it is an important omission.

Validation and reconciliation should not be considered a short-term task but rather become a “living” process, one that is fluid and adapts to the needs and demands of the organization ongoing.

Follow the data

Whether an organization is planning migration or has already started, there are ways to ease the journey.

Cleansing the data, then validating it, and reconciling it are important steps, so that HR can smoothly and effectively migrate from on-premise or legacy systems to SAP SuccessFactors.



What are the pitfalls?

Many HR teams do not pay enough attention to the initial data extraction and conversion steps.

Aside from lacking a strategy, some of the typical pitfalls that can hinder a validation and reconciliation exercise before it has even started include:

- Being unaware if data is correct from the outset
- Underestimating the task or thinking it is a one-off exercise
- Insufficient expertise with the target system to undertake mapping from the old system to new system
- Having a "blind faith" that the data reached the target system correctly—despite understanding that SAP SuccessFactors does not perform extended consistency checks
- An absence of a payroll facility in SAP SuccessFactors which means that the new cloud system needs to be synched with the on-premise HCM system for the payroll to run correctly.

HR teams must be proactive to de-risk conversion:

The more effort extended to competently validate and reconcile the data, the more successful a migration project can be. By taking a strategic view of the migration and conversion process, you can lessen the load of having to correct errors—or being unable find them in the first place.

What does good look like?

People lie at the heart of successful HR operations, but their skills and expertise can be augmented by the right software solutions. HR leaders seeking to validate and reconcile their data conversions need to consider the following features and benefits:

What do you need to do?

- **Gather data** for use in conversion from SAP and non-SAP legacy systems
- **Perform validations** before loading data to SAP SuccessFactors or post-conversion by comparing source to target
- **Convert delta loads** at the end of cutover by comparing all conversion data to an initial snapshot
- **Provide full analytics for stakeholders** with conversion statistics
- **Use the existing SAP system** without additional hardware or middleware
- **Customize activities** easily without additional time or skills
- Flexibly structure migration to enable **parallel work of all client divisions/systems**

What benefits could you realize?

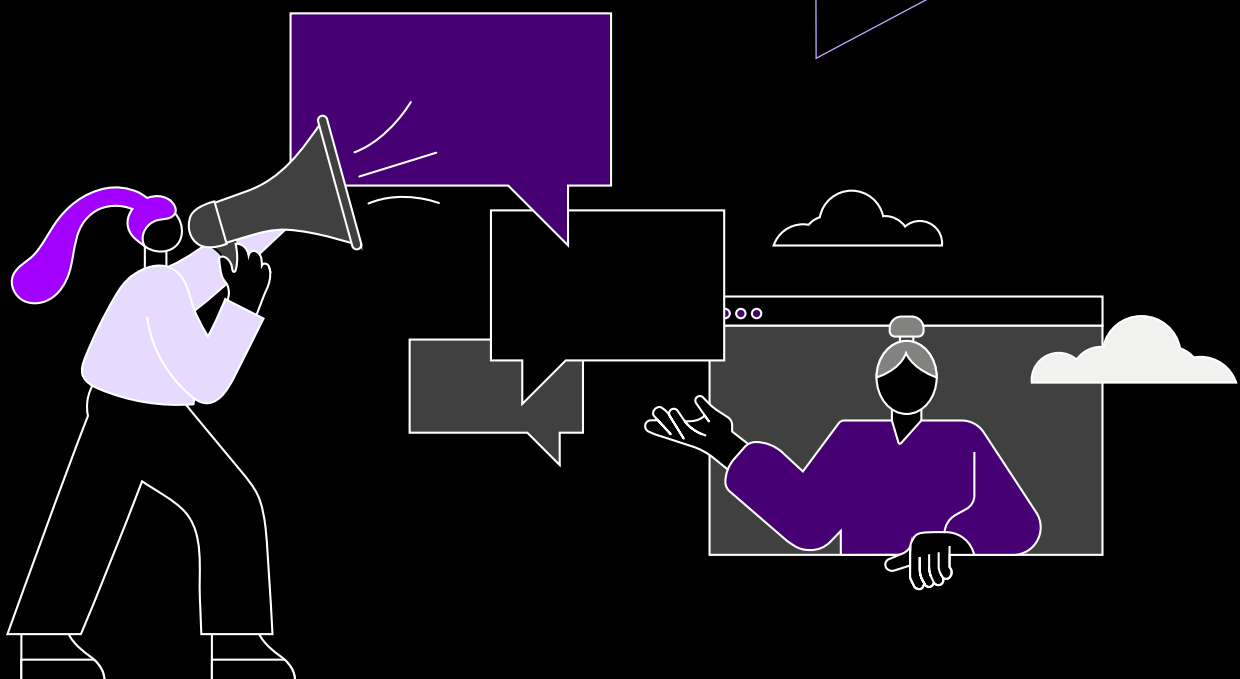
- **Improved visibility** through using a workbench to provide complete transparency on identified issues at any time, to everybody
- **Better data quality** by retrieving the data model from SAP SuccessFactors—and avoiding the risk of missed fields
- The ability to **manage data more flexibly** from systems outside of the SAP system, such as Excel spreadsheets
- **Clear reporting** that helps you provide up-to-the-minute insights on the status of validation and produce analytics to feed shareholders' interests
- **Reduced need for preparation** as you compare only successfully migrated employees and filter acceptable differences
- **Ease of use** since no advanced knowledge of Microsoft Excel is necessary to complete the validation and reconciliation processes—less training effort is required to onboard validators
- **Be more clear on errors and progress** by linking detected differences to the corresponding issue ID in the issue tracker for follow-up or tracking the process, simply and easily

We've achieved 99.98 percent correctness of data migrated using Accenture Data Comparison Manager. We couldn't do without the tool.

A global consumer software company with more than 80,000 employees.

The Accenture Data Comparison Manager has helped us to identify migration errors. Without the Data Comparison Manager software, we would have been unable to check such a large amount of data and be sure it was of high quality. Once set up, you can repeat a test without much effort. With Accenture Data Comparison Manager, we have a 100 percent security and traceability.

German customer with around 160,000 employees from the retail sector.



What are the efficiency gains?

Accenture is dedicated to building software apps for SAP SuccessFactors, Employee Central, EC Payroll and SAP HCM. Over the past 20 years, our software apps have been licensed to more than 2,000 customers who use them on a daily basis in their human capital management productive landscape.

Accenture Data Comparison Manager is a software solution that supports data migration from any legacy system to SAP SuccessFactors, and significantly reduces the work effort associated with SAP payroll testing or monitoring of data replication between SAP HCM and SAP SuccessFactors. It is part of a portfolio of extensions for SAP SuccessFactors on the SAP Cloud Platform.

What did we do?

Conversion, data transformation into SAP SuccessFactors

Efficiency gains

Between

25–35%

less effort

What did we automate and accelerate?

Data transformation, load file creation, pre- and post-mock conversion comparisons

In addition, data cleansing, the lifeblood of any successful migration, can be maintained by **Accenture HR Audit and Compliance as-a-Service**—a solution that enables HR departments to maintain personnel data at a consistently high quality in cloud deployments.

Based on our extensive experience with validation or reconciliation projects for SAP SuccessFactors, Accenture Data Comparison Manager has realized the following improvements:

What did we do?

Reconciliation between SAP HCM and a global SAP SuccessFactors' Employee Central system

Efficiency gains

Between

30–40%

less effort

What did we automate and accelerate?

Ongoing, automated health check/reconciliation between Employee Central and other SAP HCM systems

Where is it working?

Here's how sound validation and reconciliation processes are working in practice:

HR Information System leads from a **large consumer goods and services company** were half-way through a data conversion project when they became aware that the validation process was a vital step which they had not properly explored. After changing their systems integrator, they undertook a second conversion exercise which identified a number of issues with the data. All errors found were then resolved and the data was fully validated so that the company could move forward with the conversion.

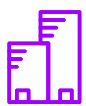
A multinational computer software company wanted to validate its data conversion from SAP HCM to its SAP SuccessFactors system. It needed to check that the records that were created for the purposes of conversion, transformed, and then loaded, actually made it through the process successfully and resided in the new system. The company realized that it was not enough to simply cross-check the data manually—it needed a comparison tool to automate the process and be confident that the data was migrating successfully and without errors or omissions.

Many HR users believe that if there are any problems with conversion (say, the data does not load properly, contains errors or is incomplete), the SAP SuccessFactors logs will identify them. But, in many cases, the cloud solution only addresses basic technical errors. As a result, being able to rely on a solution that could validate every single record and field, including transformation rules, from source to target was vital to the success of their go-live. This process paid dividends and was a springboard to better data management going forward for their reconciliation process to ensure successful integration.

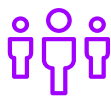
The illustration below shows the complexity of a migration to a cloud HR system—there are many different countries involved, various local and legal entities, and large workforce.

Many longstanding internal processes are affected and need to be replaced. Validating HR data is necessary so that all HR processes can run smoothly. Once data is incorrect, there is not only a problem with company information integral to HR processes, but also a knock-on effect across the whole business.

Challenges to integrate SAP SuccessFactors' Employee Central with SAP HCM Payroll



150+
legal entities



90,000+
employees



1,500+
new starters



4,500+
organization changes



100,000+
payments



350+
wage types



10+
employee self-services



15+
manager self-services



35,000+
EC data changes



2,500+
support tickets



500
business rules



50+
integration points

Flying high into the cloud

One of Europe's leading airlines, with approximately 100,000 employees, was tasked with managing thousands of master data records. As part of an HR transformation journey, the company implemented SAP SuccessFactors' Employee Central as the primary HR system for two of its subsidiaries, involving approximately 15,000 employees.

Despite selecting a standard migration tool on earlier initiatives, the customer decided to use Accenture Data Comparison Manager to handle the data migration, validation and comparison on the new project.

The implementation involved a lengthy internal review and approval process that factored in governance and data security processes. However, as an enthusiastic user of Accenture Clone and Test for more than a decade the company was confident in its selection of Accenture Data Comparison Manager to ease the implementation—and the HR team was delighted to achieve a smooth and transparent transition to SAP SuccessFactors' Employee Central.

Accenture Data Comparison Manager has played a crucial role in freeing up the migration team from repetitive tasks to focus on distinct data populations and added-value activities. What's more, the solution's analytics capabilities have given the team centralized control over the progress of the data load during the cut over phase while bringing greater transparency, data security and validation.

Accenture Data Comparison Manager is helping the airline to gain better business outcomes by reducing costs through simplification and mitigated risk. The HR team has greater flexibility and control in its projects and can quickly kickstart data comparison for more accurate HR. And the company has access to status overviews, trend reports and metrics to meet reporting demands.

Five key differentiators for customers using Accenture Data Comparison Manager:

01

Automates the conversion migration of SAP HR data.

02

Avoids errors created by manual data entry systems.

03

Efficient analyzer functionality assesses how much data cleansing is necessary.

04

Checks post-migration for consistency, then tests and cleanses the migrated data.

05

Reliable, fast, secure, easy to use and saves time.

Accelerating a smooth transition to the new HR system, Accenture Data Comparison Manager demonstrated immense added value—and we plan to invest in this solution for future roll-outs.

Data Consolidation Workstream Lead, European Airline

Using Accenture Data Comparison Manager as part of a broader transformation project has helped us more easily fine tune our processes and workflows—bringing the best people, resources and toolset together to sound the right notes in HR operations.

Global HR Transformation Lead, Multinational Automotive Manufacturer



Ask yourself

To customers who are either planning, just starting or currently undergoing a migration to SAP SuccessFactors, ask yourself these key questions:

- 1 Does an up-to-date validation strategy form the backbone of your migration efforts?
- 2 Post-go live, do you have an “insurance policy” for your interfaces, that is, a reconciliation strategy?
- 3 Did you undertake appropriate data cleansing work before and/or during data conversion?
- 4 Have you allowed yourself enough time between migration cycles to consolidate, review and correct the outcome of the previous cycle?
- 5 Have you included milestone checkpoints in your migration approach?
- 6 Have you considered the need for a payroll regression test as part of your migration?

To HR leaders, the issue is a simple one—they need to make sure they can move data from one system to another successfully and trust that the data is both valid and fully reconciled. To make effective decisions, retain the quality and integrity of their operations and be confident of their conversion, HR teams need confirmation that they have the right information in the right place at the right time.



About Accenture

Accenture is a leading solutions and services company that helps the world's leading enterprises reinvent by building their digital core and unleashing the power of AI to create value at speed across the enterprise, bringing together the talent of our approximately 784,000 people, our proprietary assets and platforms, and deep ecosystem relationships. Our strategy is to be the reinvention partner of choice for our clients and to be the most client-focused, AI-enabled, great place to work in the world. Through our Reinvention Services we bring together our capabilities across strategy, consulting, technology, operations, Song and Industry X with our deep industry expertise to create and deliver solutions and services for our clients. Our purpose is to deliver on the promise of technology and human ingenuity, and we measure our success by the 360° value we create for all our stakeholders. Visit us at [accenture.com](https://www.accenture.com).

Accenture Software for Human Capital Management (HCM) has more than 25 years of experience providing software solutions to deliver modern HR. We serve more than 2,000 customers in 52 countries. Our product portfolio specializes in complementary software and apps for SAP® ERP HCM, S/4HANA and SAP SuccessFactors, including four certified apps in the SAP Store. While our 150 specialists in software development, product management, support and testing help HR teams to make the transition to working more efficiently and effectively, raising productivity and driving better business outcomes.

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Accelerating your journey to modern HR



A focus on complementary software and apps for SAP® ERP HCM, S/4HANA and SuccessFactors

For customers from any industry—from local HR teams to global corporations



25+

Years of experience in software



2000+

Customers



52

Countries



200+

Cloud subscriptions



4

Certified Apps in the [SAP Store](https://www.sap.com/store)



150+

Specialists in software development, product management, support, testing and sales



Maximized Value Through Extended Productivity Services (EPS) and Customer Support Portal



Highly recommended Consistent progress in customer satisfaction and recommendation via the Net Promoter Score



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