

RIZING

THE COMPREHENSIVE GUIDE FOR UPGRADING FROM SAP® ERP HCM TO SAP SUCCESSFACTORS®



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01

Introduction

Technology in the human resources space has moved rapidly since the first cloud enterprise solutions were introduced just after the turn of the millennium. It began initially with talent management tools, but now all of what an HR organization needs to do can be done in the cloud. Today, cloud solutions for HR remove not only the infrastructure burdens, but, more importantly, drive improved processes and continual innovation.

The cloud is the path to innovation and efficiency in HR and payroll. That is why companies running SAP ERP HCM all over the world are moving to cloud solutions like SAP SuccessFactors to transform their HR and payroll processes—SAP even has a program for this called **Upgrade2Success**.

To ensure maximum return-on-investment (ROI) in moving to the cloud, SAP's Upgrade2Success program combines three key elements that are vital to the success of any project:



PEOPLE: People with deep expertise in SAP ERP HCM and SAP SuccessFactors.



PROCESSES: Best practice approaches to identifying the risks associated with migrating from heavily customized legacy programs to new cloud technologies.



TECHNOLOGY: Tools to simplify and accelerate the migration.

If you are an SAP on-premise customer, it is important to know that SAP is ending mainstream maintenance for SAP ERP HCM in 2027. SAP SuccessFactors is the go-forward solution for HR, and the primary focus of SAP-led innovations in HR.

In 2018 SAP announced an SAP S/4HANA® HCM on-premise solution, “SAP Human Capital Management for SAP S/4HANA,

on-premise edition” as a bridge to give additional time to those customers who are not ready to fully move to SAP SuccessFactors in the mid-term.

Whether or not customers migrate from on-premise SAP to SuccessFactors now, migrating to the cloud is inevitable because the systems of 20 and 30 years ago simply were not designed to keep up with the pace of change and innovation in today's business and consumer-driven market. This does not simply mean that technology needs to change – everything needs to change starting with how we think about HR transactions from hire to retire; because business processes are not simply evolving.

We are now seeing the tipping point from evolution to an outright reimagining of what is possible and as a result, businesses themselves are being completely and totally recreated, redesigned, and reconstructed. Changing your core HR system — a system that is arguably at the very center of every single business transaction — is a once in a decade, or perhaps even a once in a lifetime, opportunity.

Given customers' desire for innovation to keep pace with today's HR needs, the motivation is there to move to the cloud. The good news is many SAP customers have already upgraded from on-premise HCM to SAP SuccessFactors Employee Central, so there are many best practices, tools, and services provided by SAP and its partners that can ensure the smoothest implementation and best possible result.

In this comprehensive paper, we will provide insight into the entire process of upgrading to the cloud and SAP SuccessFactors from an on-premise HCM environment. We will take you through the necessary steps from business case to implementation and adoption. We will also highlight the useful tools and services that can make things easier along the way.



Key Business Case Factors to Consider

02

Upgrading to the cloud begins with establishing a business case. In this step, organizations walk through each of their HR and payroll processes to drive improved processes and continual innovation. They identify key actions to take and tools to use from the exploratory phase to management of a live solution. This is important in ensuring the move to the cloud is supported by leadership and end-users alike.

To achieve executive support for HR transformation, you will have to construct a solid business case to ensure you have the necessary investment. This is done by demonstrating how moving to the cloud will provide ROI and breaking down each area that the transformation will impact. In the table below, we have outlined how SAP SuccessFactors increases ROI over SAP ERP HCM in 13 key areas.

How cloud increases ROI



ON-PREMISE



CLOUD



Workflow Build & Maintenance

HR processes and workflows are cumbersome to build and adapt to changing business needs. This requires technical expertise. Workflows, alerts, notifications, and approvals require separate configuration and maintenance. Tracking and troubleshooting require technical insight.

SAP SuccessFactors is delivered with standard functionality for hire-to-terminate HR transactions, including workflow, alerts, notifications, and approvals. HR administrators can create workflows; more complex processes require technical skills. Line-of-business users can handle the processing end-to-end via clear user interfaces (UI).



Visibility

Department and position structures are visible to a manager. Company hierarchy structure is not realistically functional in a manager or employee's view without complex technical programming or add-ons.

SAP SuccessFactors is delivered with a fully functional org chart that allows employees to search for others in the organization and to see the reporting structure. Three complete hierarchies; Reporting Structure, Position Structure, and Company Structure are all available.



Self-Service

Empowerment of managers to initiate position and employee transactions is available via Manager Self-Service (MSS). However, delivery of MSS requires the design capabilities and support of numerous technical resources and a variety of platform connections. Processing of transactions is not real time. Support, troubleshooting and testing are labor intensive.

SAP SuccessFactors Employee Central comes with MSS built into the system. There are no separate connections to portal or NetWeaver required. Transactions can be processed in real-time. As a result, what you see in Employee Central is exactly what you get in MSS – removing the need for reconciliation or comparison between two different displays.



Agility

Adapting the on-premise environment for new and changing business needs – or to take advantage of SAP enhancements – requires technical resources to first maintain the system at the current level of support packages. This process requires multiple resources across IT and the business area and spans at least 6-8 weeks.

SAP SuccessFactors delivers maintenance and enhancements in biannual releases that are installed on your platform automatically. Technical resources may be engaged to activate and configure enhancements; but the core functionality is always at the latest level offered by SAP.



Multi-Country Configuration

SAP delivers localization to countless countries. The complexity of configuring the on-premise environment for each country and language requires technical resources.

SAP SuccessFactors delivers localization for an ever-growing number of countries. Deployment across various countries is less complex in the cloud model, requiring less time and effort.



Training Costs

The system is not intuitive, therefore requiring more time and materials to ensure users are prepared.

Interfaces and workflows are intuitive, requiring limited to no training material.



Server Infrastructure

Client is required to maintain their own separate landscape – servers and back-up servers and procedures. The hardware and manpower add costs to the client that are sometimes not considered.

Client maintains no landscape. The servers are maintained by SAP and are available in local countries to support security concerns. SAP maintains back-up and is responsible for availability, response time and security of the servers.



Extending the Solution

Customization and modifications are possible with ABAP coding. Modifications result in increased maintenance efforts ongoing.

SAP SuccessFactors offers extensibility through Partner pre-built add-ons available in the SAP App Center. Some minor additional customizations may also be made by the HR Administrator. Extensions do not affect the core product and, thus, do not result in increased maintenance complexity.



Going Mobile

Client must build custom apps using SAP Fiori or other technology and must create the infrastructure to deliver and manage mobile capability.

SAP SuccessFactors comes delivered a mobile interface readily available out of the box. Users can download the app from the mobile app store on android or iOS and have full access to the system, including org charts and forms.



Self-Service Scalability

Requires the client to deploy and implement Portal Work Packages. ESS/MSS requires configuration, as well as technical development for related portal configuration.

As simple as activating role-based permissions. ESS/MSS functionality is embedded, and no additional configuration required.



Building for the Future

Mainstream maintenance will end in 2027. Keeping the solution will require further maintenance and increase costs. If moving to SAP S/4HANA, client has the option to continue on-premise until 2030 with additional Compatibility Packs.

Cloud solutions are economically focused on future development—enabling clients to agilely adapt to business and technology changes. The expense of hardware and technical resources to manage the landscape can be redirected to innovation. Cloud models fit our rapidly changing global environment, enabling organizations to keep pace with the competition forward.

How cloud increases ROI



ON-PREMISE



CLOUD



Historical Data

Years of historical data resides within the on-premise environment and life-cycle management processes and servers are required which demand technical resources.

There's no loss of on-premise data when moving to cloud with Rizing Lyra, available on the SAP App Center. Rizing Lyra delivers a 3D view of all historical data accessible within a SuccessFactors tile.



Security

Inherent within on-premise security are layers of complexity and specific skillsets needed to maintain the software such as SAP Basis and SAP Security expertise.

The role-based permissions model is the authorizations framework leveraged in cloud HCM and can be maintained by HRIS administrators directly in the UI. It is intuitive and easy to maintain.

To assess current costs of your on-premise system for comparison with a cloud system, there are things to examine that will not factor in the cloud. Primarily, those are infrastructure costs but others as well.

In an on-premise environment, there are server and other hardware component costs, physical infrastructure costs like electricity and cooling, software infrastructure costs, redundant system costs, disaster recovery costs, platform costs, maintenance fees, support and help desk, as well as IT and operational personnel to manage it all.

Much of that is eliminated with a cloud subscription service like SAP SuccessFactors because you are passing the infrastructure burden on to the vendor. Those are not the only cost reductions, or potential savers that come with cloud.

Innovation is important, and often helps to bring about efficiencies that save time and money. The cloud offers a faster route to innovation through more frequent and automatic updates.

Part of that innovation is improved analytics and reporting. How much could you save if you better knew how your HR processes were performing? Tools within SAP SuccessFactors, as well as partner-built options such as Rizing Lyra, can provide user-friendly, modern reporting and analytics that dig deep into your HR processes.

Finally, employee engagement is central to the modernized user experience and self-service capabilities of cloud HR software. Managers and employees can perform tasks that would have otherwise been relegated as repetitive and menial work for an HR employee. In the cloud, these HR tasks are also delivered in a unified suite, giving companies the ability to leverage pre-built integrations for a single user experience, as well as a single system to maintain.

Savings come through more productive HR staffers, and the reduction of hours on things such as entering and filing paid time off information. That is just one example of something that is done without HR intervention by the employee or manager in the system.

There are many factors that can help you build a strong business case for upgrading to the cloud, the key is identifying which best fit your organization. There are real savings to be had in a cloud transformation. To achieve those savings, it is best to be prepared for the move.



Assessing your Readiness

03

Moving your on-premise systems to the cloud may seem daunting. That initial step of building a business case will help, but even more knowledge is power. Assessing your readiness for Employee Central can give you a path to a successful implementation. There are activities you can undertake ahead of a move to the cloud that will save time and avoid pitfalls in the long run.

Many of the customer concerns around moving to Employee Central revolve around having too complicated of an on-premise system with too many customizations for cloud to be able to support their requirements.

Look at your Current System

When properly assessing your readiness, you should be looking at your current system, while also checking for significant roadblocks that may come along during your implementation process. Here are some important steps to take in assessing your readiness for Employee Central:

- First up, and perhaps one of the greatest causes of insecurity for customers, is creating a list of SAP ERP HCM customizations. These customizations are often created to align with an established process. When moving to HCM in the cloud, it is time to start thinking about if those processes can be updated.

Assessing your readiness prior to your move to the cloud will help you ease your business transformation project by:

- Identifying any significant and costly roadblocks.
- Gaining a complete overview of all customizations in SAP ERP HCM.
- Identifying any technical Integrations that might delay the project.
- Itemizing risks and planning for a mitigation strategy.
- Providing better insights to the Employee Central team entering the design sessions.
- Better planning, budgeting, and estimating all efforts.
- Identifying any data quality issues or gaps that could potentially hinder the future cloud deployment.
- Breaking down internal cloud project skillsets and experience to plan for the impending cloud project.

- In examining your current HCM system state, in addition to examining processes and forms, you will look at workflows—both HR and non-HR. You will also take inventory of any SAP SuccessFactors Talent Modules you may already be running, and look at shift planning, compensation, and self-service capabilities.
- Beyond that, you will look at a list of things in your SAP ERP HCM system, as well as current interfaces and programs on which your HCM process relies.

For each of these areas, it is important to consider potential impacts they may have on an Employee Central implementation, as well as possible mitigation strategies for that impact.

Identifying Roadblocks to Success

Roadblocks to a successful Employee Central implementation can be both technical and involve cultural and mindset shifts. If employees are unable to adjust to the new HCM system, that can impact the project negatively. They need to be ready for the change.

Change management experts will be key to keeping your stakeholders in the loop and ensuring consistent communication throughout the Employee Central evaluation. The amount of change management that is required is reliant upon your current self-service landscape. We will cover change management in more detail later in this paper.

The goal of implementing a new HCM system in the cloud should be real HR transformation. That cannot be done if

your team is stuck doing things the old way. Not all existing processes should be migrated, some should be discarded for new and updated processes that fit with upgraded technology and modern HR demands.

Transformation often comes for customers in the form of employee self-service. This might come as a change for your organization, where HR administrators are relied upon to initiate processes. In a self-service environment, managers and employees conduct many HR transactions. Addressing user adoption should be part of your strategy.

Finally, you may have deployed custom programs, Infotypes, and objects in your SAP HCM on-premise system. These custom solutions need to be examined early for successful Employee Central adoption. If some of the functionality addressed in your on-premise customizations will be necessary in your SAP SuccessFactors system, it's important to know what tools are available for extensibility in the cloud. For example, the SAP Cloud Platform is a differentiator in the HR space for bigger projects, and SAP SuccessFactors also offers user-friendly extensibility options within the solution for smaller additions.

These custom solutions also tie into data migration and data cleansing. There are costs associated with conversions and keeping historical data. Think about your data early and figure out your strategy. One option for keeping your historical data accessible without propping up an old system is Rizing Lyra—we will expand on historical data options in a later section.

A good partner will help you find the best solutions for extensibility and data migration, as well as help alleviate any other roadblocks you may discover.



Finding the Right Partner

Finding the right implementation and sustainment partner is crucial to your cloud transformation project's success. Care must be taken when selecting your partner, as the decision can be just as important as the choice of software for your business.

Partner review sites such as Raven Intel can provide a nice base for finding a partner that fits your needs, but there is deeper analysis that needs to be done.

There are all sorts of partners in the enterprise technology ecosystem. There are those that implement a wide range of competing technologies without specific expertise in a single software set. There are companies, like Rizing, that are focused solely on SAP SuccessFactors for HCM. There are others that provide niche services for specific modules or processes.

In the case of SAP software projects, customers should be looking to work with partners who employ consultants with the relevant certifications needed in the specific software and bring a unique set of expertise that is relevant to the project's focus. Finding the partner or combination of partners that can help you complete your implementation work and maintain your system requires looking at several traits.

Organizations should be seeking to work with a partner with sector specific experience that are able to articulate the unique HCM processes embedded in unique industries. For example, in the retail sector, there is a need for trusted advisors in the areas of employee self-service and the need to tailor the cloud mobile functionality deployment accordingly.

The right partner for implementation can be maintained into the sustainment phase. A partner's ability to communicate a comprehensive sustainment plan in the request for proposal (RFP) stage with flexible support options for organizations should be strongly merited.

RFP and Tenders to Find a Partner

Oftentimes, a company will put out a bid to tender as a way of evaluating and finding an implementation partner for their software. This is a great way to become educated not only on who is working in the space, but also on the product itself by way of information provided by partners in their responses.

However, RFPs and other tenders (RFIs, RFQs) can also be a double-edged sword for organizations due to the amount of time and effort that they tend to add to pre-project cycles, and the risk of choosing partners based on procurement rules rather than on other criteria that may be important down the line during software deployment.

In order to make the most effective use of your RFP evaluation, at a minimum, the organization should take into consideration the following as part of the overall process:

Time and Process

Does the time it will take to do an RFP cycle make sense for the business? It is common for organizations to spend more time doing a lengthy evaluation, only to have it actually lead to delays in getting a project going for a variety of reasons (e.g. budget

goes elsewhere, did not like the responses, underestimated the required budget and could not get appropriate financing, procurement invalidated chosen partner).

In many instances where it is not a procurement requirement to do an RFP, it may make more sense to just begin with a short list of three to four partners. These could be consulting firms that have worked with your organization before or who have been referred to the business. Having them do a short proposal and presentation may often get you what is needed relatively quickly and avoid a lengthy bid and tender affair.

Information

What information does the business need to make an informed partner decision? If your organization requires or prefers the RFP route, it will be imperative that the questions you ask in your tender get you as much relevant information that you need about your potential partner. Recommended areas to inquire about would include some of the following:

- **Company Overview** – General history of the company, how long they have been in business, where they are based, what services and products they provide, etc.
- **Specializations and Differentiators** – What makes this partner unique in their space and separates them from their competition?
- **Bench Strength** – How many consultants does the partner have, where are they located globally, and are they direct employees of the company?
- **Certifications and Credentials** – Does the partner have the appropriate and specific certifications to do the job needed?
- **Project Experience** – Does the partner have relevant and recent project experience that demonstrate a track-record of success? Is this experience analogous to what your company will be attempting with your project?

- **Solution Information** – Can the partner demonstrate a clear understanding of what your organizational needs and objectives are, and clearly describe a solution and path towards attaining them?
- **References** – Does the partner have specific references in good standing that are relevant to the work you are attempting to do?
- **Project Profiles** – Can the partner provide resource biographies that could be available for the project start date and a guarantee that they will not switch resources? Note: It is unlikely that partners will agree to a definitive team in a response, but showing the willingness to try to provide the “A” team and to ensure no “bait and switching” of finalized resources should be the ask for any organization looking to procure the best support possible.

Costing

How can we do an apples-to-apples comparison of pricing amongst different RFP bids? This is the constant challenge when doing a tender, as it is possible to get widely different costing in the responses that are sent back from partners.

It is therefore important to have a clearly defined scope in a response that can serve as the basis for comparison from one partner to another. Additionally, while the procurement team may love the price point of the lowest bid, this should be only one factor in the evaluation of a partner selection. Not all partners structure their pricing the same, even for similar scope. There could be important differences in intellectual property, resource seniority, on-site versus remote time, project management and minor scope variations that could make a large difference in bid numbers. Pay attention to the details and be sure to get as transparent a breakdown as possible on the partner’s pricing model.

Not all partners structure their pricing the same, even for similar scope.

Education and Experience Make a Good Partner

Experience is something that every company is looking for in an implementation partner. When it comes to your work, you will want individuals that have experience. Employees come and go, and they could be taking valuable experience with them. Good partners maintain a consulting staff that has direct project work, and preferably professional SAP SuccessFactors certifications.

It is important to note there are two different types of SAP SuccessFactors certifications¹, and they require vastly different experience and knowledge to acquire:



SAP SuccessFactors Associate Certification

The Associate Certification covers the fundamental knowledge for SAP SuccessFactors configurations and solution implementations.



SAP SuccessFactors Professional Certification

Professionally certified individuals must have real-world experience, with three complete SAP SuccessFactors implementations in the past 36 months where they played the lead role.

Earning the Professional Certification level of customer satisfaction over the course of three implementations requires a deep knowledge of the product, and it is important to have people like that leading your project. Professionally certified consultants can anticipate the pain points and identify leading practices in an SAP SuccessFactors project because they have experienced them firsthand.

Not every consultant on a project needs the Professional Certification for it to be successful. However, it is vital to have individuals with that top-level experience and knowledge in key areas. It is about finding the right balance: The consultants doing configurations in the background do not necessarily need to be professionally certified, but it is important for the leads on the project to be at that level. Professionally certified consultants have seen the SAP SuccessFactors solution work in a real-world situation, and can better help plan for future developments and anticipate fixes before they come.

Ensuring the Right Partner Fit

In conversations with partners, you should be wary of any that want to use boilerplate pricing and scope. A good partner takes time to listen, assess your needs and provides a tailored experience that will ensure your software implementation is the right fit.

You will also benefit from partners that are adept at project management, rather than just focusing on technical work. A high touch and project management-based approach will allow you to consider all functionality and provide turnkey services when your team cannot meet capacity. A high touch partner will feel almost like an extension of your business because they have taken the time to understand it, which means proper project management and a system that works for your organization.

Finally, do not forget about references. A good partner should have them, and you should ask for them. This is an HR project after all, we certainly would not want to forget references.

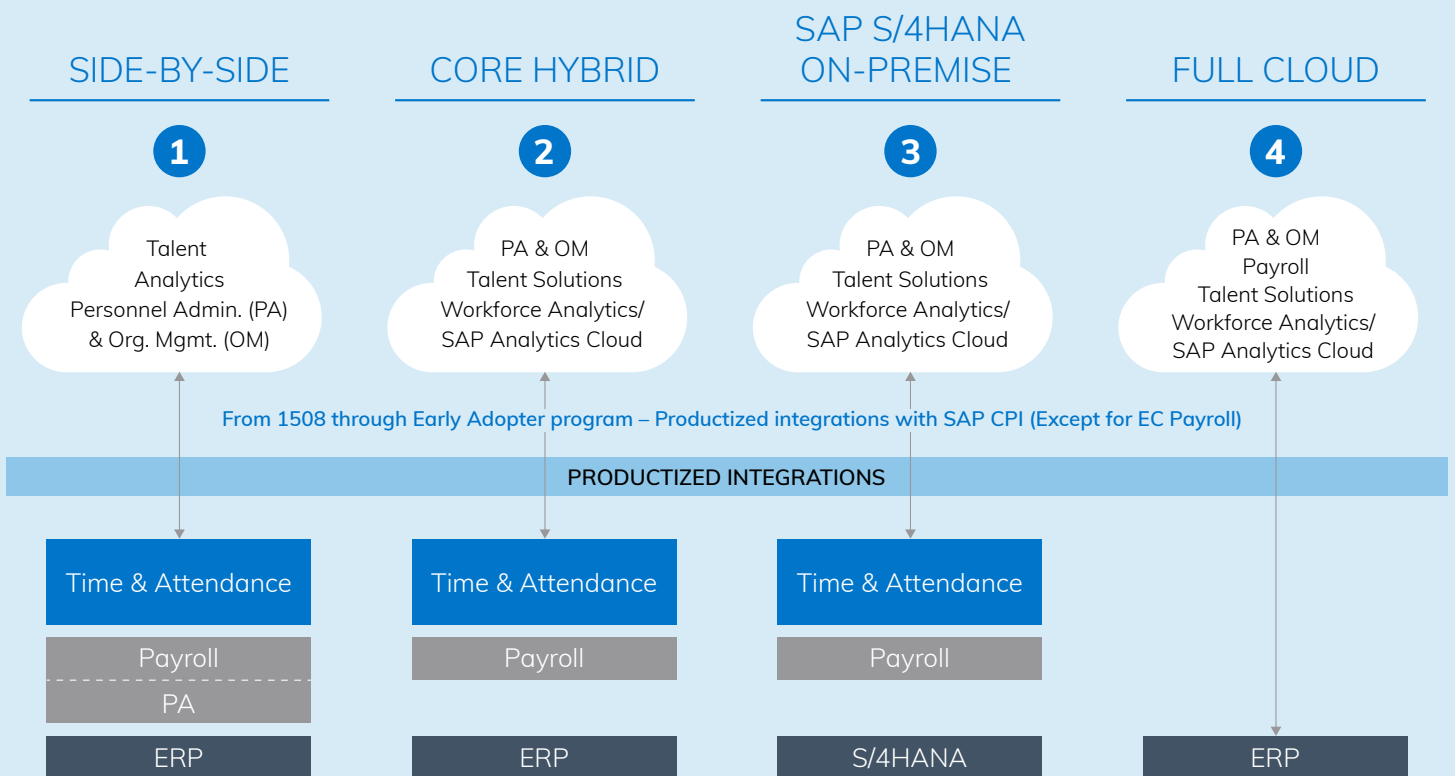
1 "What is the difference between SuccessFactors Associate Certification and Professional Certification?" SAP Training, <https://training.sap.com/help-center/faq/faq/what-is-the-difference-between-successfactors-associate-certification-and-professional-certification>, (October 2019)

Deployment Options

05

You may decide on your deployment options before picking your implementation partners, or you may bring the partner along to decide which deployment option works best for you. Organizations take different paths to the cloud. Some decide to go full cloud immediately and replace all on-premise systems. Many, driven by investment constraints, take a more iterative approach.

Sure, it would be nice to get all the process and user experience upgrades in the cloud immediately, but it is important to find the deployment option that works best for your organization. We have broken these down into four buckets where customers will fall: **Side-by-Side, Core Hybrid, SAP S/4HANA on-premise, and Full Cloud.**





1 Side-by-Side

Many SAP ERP HCM customers begin their cloud journey with a Side-by-Side scenario. This is when an organization picks certain cloud modules to supplement on-premise capabilities. Talent modules are most common as add-ons, and that is how many cloud HCM vendors got their start.

SAP SuccessFactors offers a best of breed approach, which gives you the ability to choose certain modules to essentially dip your toe in the cloud space. That is not something that all competing vendors offer. Others may require you to purchase the entire suite, including core HR capabilities.



2 Core Hybrid

When going with Core Hybrid, companies make the move to upgrade to a core HR system in the cloud. For SuccessFactors customers, that means replacing SAP ERP HCM with Employee Central along with all other necessary modules.

What makes this hybrid is that time and attendance and payroll functions are kept on-premise through traditional SAP payroll.



3 SAP S/4HANA On-Premise

SAP is offering current users of SAP ERP 6.0 the option to remain on-premise for HCM until 2030 as they migrate to SAP S/4HANA on-premise. This is ideally a relatively simple upgrade that deploys compatibility packs that enable the current on-premise HCM environment to be fully functional with SAP S/4HANA.

This option only works for the on-premise version of SAP S/4HANA. SAP is currently completing requirements to enable this on-premise version with an expected release in 2022. This gives those late adopters some extra time to assess readiness for the cloud. In this scenario, much like core hybrid, payroll and time management functionality stays on-premise.

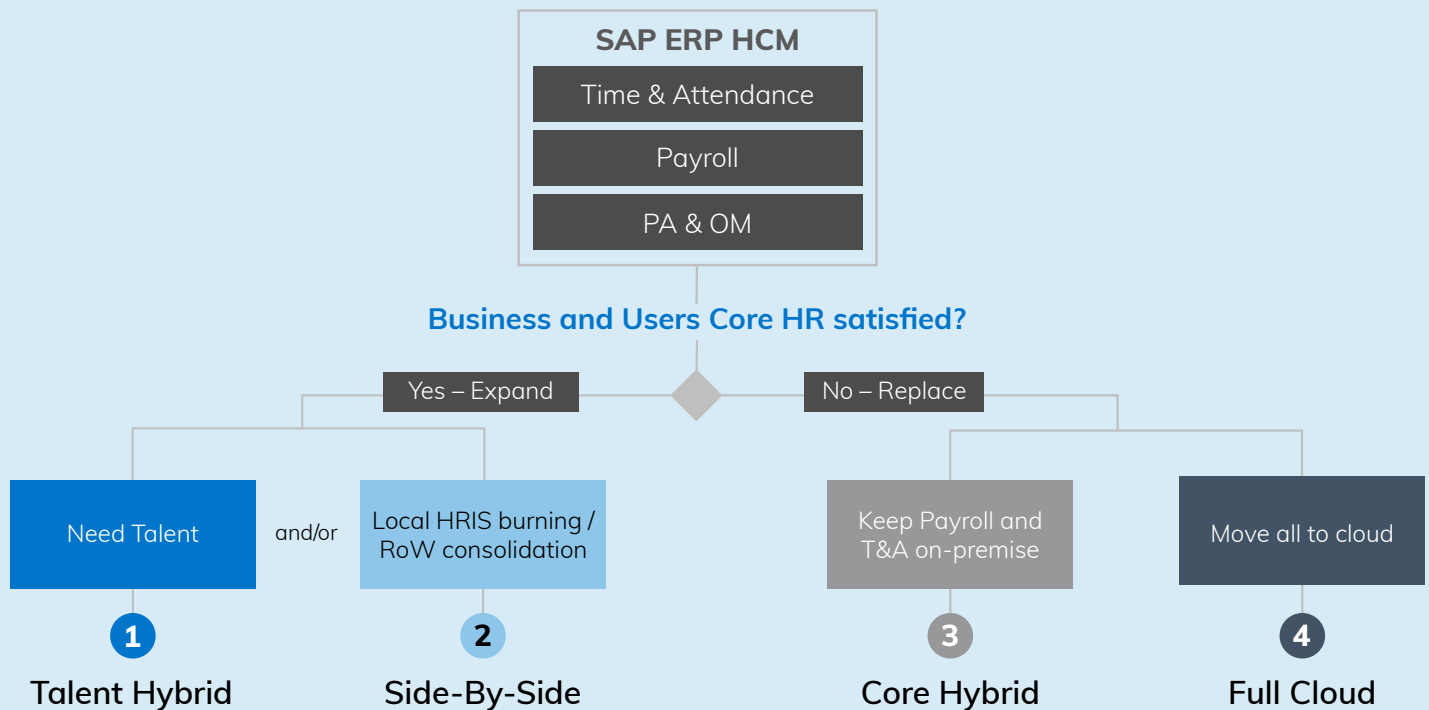


4 Full Cloud

Full cloud is exactly as it sounds—all HR and payroll processes are conducted in cloud environments, including payroll with Employee Central Payroll. Here, the customer will have fully upgraded their HR suite, including Employee Central, analytics, and all modules. This is the goal for all journeys to the cloud but the pace in which organizations reach this future state will vary and the most effective partners will be able to recommend the sequence of steps that will mitigate risk for your company.

How to Find the Right Deployment Option for You

In order to take advantage of the speed, innovation, agility, improved experience, and ROI that the cloud offers, the ultimate goal is to transition to an “all cloud” environment. Agreeing on your businesses priorities and understanding both the upstream and downstream implications, both from a functional and technical point of view is the key to deciding which deployment model is right for you.



TIP

Agree that full cloud is the end game and build out a complete roadmap. Understand the implications, then begin the journey.

Tips and Tools for the Implementation Process

06

Once you have chosen your partner and selected your deployment preference, there are many things you can do to better prepare for a successful SAP SuccessFactors implementation. There are tasks that you may not have considered before getting started but become readily apparent as you are in the middle of a project. Sometimes these are technical, sometimes they are more people focused.

Likewise, there are actions to take throughout the project that will optimize your implementation. Throughout this section, we will discuss some key actions that you should take throughout the upgrade process.

Before You Get Started

Have a Plan for Deploying Instances

You need to be aware of how instances will be deployed in the cloud. For example, SAP SuccessFactors Employee Central comes standard with three instances, while Recruiting and Onboarding come with two. It is important to manage those instances because it greatly benefits the integration of modules if you can do cross module configuration and testing—this will not work if your Employee Central instance is one step ahead.

Make a plan ahead of time for how you will use the instances provided for development, testing, and deployment. Engage your consultants early and often to determine whether it makes sense to purchase more instances from SAP.

Know Your Workbooks Inside and Out

Robust workbooks are imperative, and it is important to know your workbooks. They help you understand your system and make the right decisions.

Workbooks help review functionality that is already live. It is important to know that thoroughly because you need to know how that functionality will fit with the new modules coming in. Reviewing workbooks frequently will ensure you know when consultant advice is needed for modules to get along well.

Define workbook ownership at each phase of the implementation ahead of time. As you go along you need to bring in teams to do cross-module reviews of workbooks so that integrations are planned appropriately.

Workbook ownership is critical post-Go Live, most notably with the scheduled SAP SuccessFactors release program. We will dig into managing releases later.



TIP

Rizing Blueline can replace your current management of configuration settings via spreadsheets with the capability to automatically generate workbooks. The app allows you to manage all information in a single place during implementation, planning, and execution.

[Learn more](#)

The More Training the Better

Training should build an understanding of all modules for your implementation team, so that they are put in the best position to succeed. That training should go beyond PowerPoint and be hands-on. Again, cross-module training should be happening.

Making sure your employees are properly trained is an essential piece of user adoption and change management. Offering a variety of training options that enable your employees to succeed, while also selling them on the features and capabilities in the system, will maximize the value of your investment.

Planning Ahead for Updates

SAP SuccessFactors updates on a biannual basis, so it is likely to change in some way in the middle of an implementation. There is a possibility that the new updates will impact your system during your project, and you need to have a plan in place for managing changes. Stay on top of the release calendar, and make sure to be ready to handle any configuration changes that could be necessary. We will discuss release management in further detail later.



TIP

Follow the SAP SuccessFactors release schedule. Pay attention to the release notes before the updates go live to avoid having to go back and make unexpected changes.

Ongoing Strategies Before and During Implementation

Now that you have done your due diligence in preparing for your implementation, there are also overarching steps you should take in implementing SAP SuccessFactors Employee Central.

Creating Universal Definitions

Defining your organizational structure is important. This includes examining legal entities, business units, divisions, departments, locations, and cost centers. These are important because there is potential for additional layers if needed using Metadata Framework (MDF) functionality during the implementation.

You should also focus on the design of your Role Based Permissions (RBP) and security. You want to minimize the permission roles for simplicity's sake and to reduce maintenance. Think holistically about how each of your permissions will complement SAP SuccessFactors functionality.

It is also important to figure out what sorts of job descriptions your company uses, and how those positions fall within a hierarchy. This will set you up for easier HR automation in the future. When doing this, and for all HR-related items, make sure to use standard naming conventions to reduce translation cost and effort.

To bring these definitions into your system, MDF allows customers to create custom objects and functionality in SAP SuccessFactors Employee Central as required. MDF provides the ability to define objects, fields, behavior, and the look and feel of the application through a web-based user interface, without coding, and enables admins to create business rules to implement custom logic.

Mind the Data

Additionally, always have data migration on your mind. There are tools that assist with this, which we will detail, but having skilled HRIS resources in place to support the migration effort will lead to greater success. If you do not have this internally, seek out that role from your implementation partner.

Of course, when you are looking at how data migrates, you also need to be aware of which systems will be integrated with Employee Central. Are these the same as your SAP ERP on-premise system or are they different? What work will need to be done to ensure these integration needs are met? This is best to know early.

Finally, do not skimp on reporting. You want to make sure your reporting requirements are globalized before working with your partner on configuration work. Better reporting will lead to greater insight into the system and more positive outcomes.

Take a Proven Practice Approach

A lot of what we are discussing here—defining roles, keeping data migration at the top of your list—are proven and best practices that have been discovered through hundreds of Employee Central implementations. It is going to benefit your own project greatly to factor in what has worked for others before—it will save time and allow you to focus more on your company's unique needs.

There are ways to automate those best practices with partner-built products such as Rizing Blueline. With Blueline, you are provided a proven implementation process that is delivered through a user-friendly interface. There are also practice templates for testing out industry-specific configurations, as well as automatically generated XML when you do make those configurations.

Make your project easier by taking into account the experience of those that have been there before. It is possible that someone else has done something that will work for your own process and take you most of the way to the finish line without doing your own discovery phase.

That saves time and resources and finding a way to streamline configurations in a consumer-grade interface like Blueline will only serve to make the project more successful.

Optimizing a Global Project

If you are implementing SAP SuccessFactors in multiple countries, there are often unique things to consider in order to make the process go smoothly. When organizations implement SAP SuccessFactors Employee Central globally, they are often replacing disparate systems and varying HR processes. The goal of a global implementation should be to unify technology and process wherever possible, allowing a company's HR department to operate more smoothly as it reaches internationally.

As Employee Central customers implement their systems in different countries, there are some important things to keep in mind that will ultimately create a more efficient project. Here are important tips to consider:

Design a Global Template

Every country will have different laws around time management, benefits and payroll, for example. Countries will also require different translations to different languages. That does not mean every Employee Central deployment in a new country has to be done from the ground up.

It is important to build a global template of items that will work across all countries—business processes, configurations, naming conventions, training materials, global RICEF (Reports, Interfaces, Conversions, Enhancements, Forms) design decisions and more. This template will give your company a head start whenever it needs to deploy in a new country.

Meet with stakeholders from each country before the global project to figure out what can be taken globally and what needs local flavor.

The goal of a global implementation should be to unify technology and process wherever possible, allowing a company's HR department to operate more smoothly as it reaches internationally.

Harmonize Foundation Objects Globally

Before implementing Employee Central, there are organizational steps that can be taken to ensure an easier project. Harmonizing organizational structures, pay structures, and job structures company-wide are helpful from an employee data perspective—these are the foundational objects of the system.

Organizational structures are most important—they need to be aligned from a business unit perspective. Job structures are also a good thing to have harmonized, it will make it easier down the road from a recruitment perspective. Pay structures are nice to globalize, but we often see customers that have necessary differences across locations.

Create Standard Approvals and Workflows

With approvals and workflows, it is best to approach them with the 90 percent rule. That means the global template for approvals will take your implementation 90 percent of the way there, leaving the final 10 percent for local specifics. The same can be done for many HR processes and transactions.

Build Strong Central Governance

It is vital that the governance of the global project itself is very tight, no matter where the implementation is occurring. All key stakeholders need to be aligned with the idea of a global template and you need to have a strong process in place to protect the global template.

For example, it is a good idea to have a design decision team that reviews all design decisions to ensure that requirements coming from different countries are met with the global template in mind as much as possible.

Effective governance will tie all the other work together in harmonizing a global implementation. Utilizing all these steps will create a more efficient rollout for your global organization.

Establishing a Smooth On-Premise to Cloud Data Migration

As we touched on above, data migration is something you should always have at the top of your mind. In moving from SAP ERP HCM on-premise to SuccessFactors Employee Central, there are likely to be configurations and data that you'd want to carry over from one system to another. The good news is that with the Employee Central subscription, SAP offers a tool that helps with that data transition called Infoporter.

Infoporter offers an easier migration path from SAP ERP HCM to Employee Central through pre-built integrations that can be enabled via configuration without development effort. This helps expedite your data migration and replication process.

Take employee data replications, for example. When migrating, you will replicate an employee from Employee Central, and in doing so the ERP may generate a new personnel number, even though that employee already exists. The issue then becomes that the employee's master data is then replicated to the new personnel number. With Infoporter, this issue will be resolved because it ensures that existing personnel numbers are reused during replication because employee key mapping tables are updated throughout the migration.

Any good SAP ERP HCM to Employee Central migration will use Infoporter. Make sure that your project team and partners are aware of it, because it will save plenty of time and ease the challenge of data migration.

Archiving Historical HR Information

You may not need all the data in your on-premise system to move to the cloud system. However, there is the possibility that you will need to have that information later. It may come in handy for analysis later, or you may need it for regulatory and compliance reasons.

Some companies have propped up an on-premise instance—paying for its management and maintenance—for the sole purpose of ensuring that historical data is available should the need for it arise. This may be necessary in many situations, but it can also be a costly method for keeping information around to use later.

There is an alternative. Rizing Lyra offers data archiving functionality that allows your company to keep its historical data without maintaining a license for an instance that your employees will not be using. The data can then be accessed and analyzed with Lyra's user-friendly reporting and analytics tools.

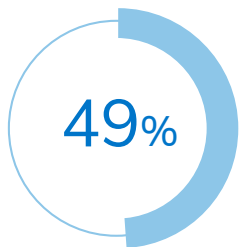
So, if keeping historical data is necessary for your organization, know that there are options to keep it around without migrating it directly into your new SAP SuccessFactors system.

Moving Payroll Data to the Cloud Quickly and Accurately

Perhaps the most important set of data when it comes to employee happiness is payroll data. Nobody wants to mess with a payroll system that works. Employees that do not receive their paychecks accurately and on-time are much more likely to look for a new job—and who could blame them?

That means data replication is essential when moving from SAP on-premise payroll to Employee Central Payroll in the cloud. The data replication itself plays a major role in the length and cost of moving from one system to another.

Tools from SAP partners can help automate the process of payroll data replication from on-premise to the Employee Central Payroll in the cloud. These are offered by consultancies such as SpinifexIT and TIK. Your implementation partners will be able to find the solution that works best for your organization. Automating this process can save time, money, and provide an accurate result.



Employees will start a new job search after just **2** payroll errors*



TIP

Rizing Lyra can help accelerate your move to the cloud by allowing you to transfer legacy data and decommission legacy systems. Lyra also provides robust data reporting and data analytics that combine your previous core HRIS history with new and ongoing information.

[Learn more](#)

* The Workforce Institute at Kronos Incorporated.



User Adoption and Change Management

07

We have talked about many of the technical and configuration aspects of an implementation but there is one truth that remains: The greatest system in the world is not worth anything if it is not adopted by employees. That is why focusing on user adoption and change management within your project is essential. Users must be sold on the new features and functionality and must be ready for the change those may bring to their daily work.

Implementing Change Management and User Adoption

Change Management is the process, tools, and techniques used to manage the people side of change and is all about avoiding surprises for your stakeholders. User adoption and change management go hand-in-hand, and you will find some of the processes required to do both well can be similar.

Successful change management ultimately means that a project is more likely to meet objectives, stay on schedule, and stay on budget. With effective change management, your business will be at a higher level of readiness for the new software, your stakeholders will be more satisfied, your leaders and employees will be more engaged in the process, and you will have more commitment to the change overall. All that leads to greater end-user adoption.

The approach you take for change management will vary by your organization's individual needs such as structure, history,

and culture. However, there are some general guidelines to follow for effective change management that involve the stages of formulating, planning, implementing, managing, and sustaining the change.

To formulate the change, it partially encompasses what we discussed in building a business case and assessing readiness. You need to identify and clarify the need for change, and you need to define the scope of the change. These are important steps in order to kick off a successful change management program within your overall project.

Planning is where you will define your change management approach, including your levels of stakeholder engagement and the transition to the new software and integration with business operations. Then you move on to the implementation phases, which is where those stakeholders and the project team deliver the project outputs.

The process of change management does not stop with the implementation of the software. It continues through measuring adoption rates, change outcomes, and change benefits. The change management plan should be adjusted wherever these measurements fall short. This begins the ongoing process of sustaining the change through ongoing communication, consultation and stakeholder representation.

Setting up a good change management program will make the process of user adoption much easier. Enabling user adoption can be done by excelling at three key factors: **Communication, Super Users, and Training Materials.**

Communication

Good communication that drives user adoption begins before the SAP SuccessFactors subscription is even purchased.

Employees want to know how the change will ultimately help them. Show them that self-service does not mean off-loading tasks from HR to the managers and employees, but how it becomes easier and faster to do simple HR tasks on their own, rather than waiting for HR to help them.

It is also about building an argument about how the new system impacts employees positively long-term. It enables them to better track their performance and goals, understand how they are on track to their promotion, and so on.

These communications shouldn't just come from HR. Oftentimes it is more impactful to have key executives and representatives in the organization push the benefits of the change.

Super Users

Select key employees from each department or function to become experts on the system. They can be leveraged as liaisons between the project team and employees, and to provide mentorship and support.

Consider this part of building long-term adoption through educated users.

Training Materials

A blended learning approach is recommended to ensure all employees feel comfortable. This can include in-tool videos, presentation decks, in-person training, quick user guides, and more.

Training should also be done on a rolling basis—your implementation is likely to be an agile one, so your training should be as well. Introduce new aspects of the system at the pace that you are implementing them, to give users a chance to absorb what is new. Once the users are in the system, you should be soliciting feedback and always looking for ways to improve software and process.

In both good change management and good user adoption strategies, active and visible executive sponsorship and frequent communication is important. These will get employees engaged in the process—as will providing a structure to change management and user adoption processes.

Integrating the technical and people sides of your implementation by considering how each technical change impacts each employee persona is necessary to deliver the most successful implementation.

The right communication to the right stakeholder via the most impactful media.



Make sure your training program is evergreen so any user, new or experienced, can go back to it later.



Beyond the Implementation

After your SAP SuccessFactors system goes live, you will have implemented many new and improved functions and processes. However, as SAP SuccessFactors is a cloud system, it is updated frequently—twice per year starting in 2020. That means there are plenty of innovative features that will come along, and you want to have a plan in place to be ready for those. That plan is what we call Release Management.

Release Management

When you have an on-premise system, releases are once per year at most, and many organizations typically would not even update it that often. Keeping up to date with the latest on-premise releases can be a major technical task, along with the change management that comes with the refreshed system.

In the cloud, because you are not managing the hardware, those upgrades arrive automatically. That does not mean they show up suddenly in the system—most SAP SuccessFactors updates will give an opt-in option.

It is beneficial to opt-in to receive the latest your software has to offer. SAP SuccessFactors is now on a biannual release schedule for all modules, except mobile and recruiting, which are monthly. That means you always have the opportunity to have the most up-to-date HR technology available.

There's no reason to be intimidated by the frequency of updates. Instead, use the time you must set up a process. A good release management approach includes five phases: **Calendar**, **Conflict Prevention**, **Training**, **Minimizing Impact**, and **Partner**.

Your cloud system will be most successful if you manage, prioritize, and prepare for releases. By keeping your instances current, you will be getting the most out of your SAP SuccessFactors system.

CALENDARING

Here is where you will align your release management to the biannual release calendar—from product roadmap updates to the release in production. Along the way you will plan for when release summaries, release details and webinars, and the preview instance are available.

1

CONFLICT PREVENTION

Establishing roles and responsibilities, particularly with multiple modules receiving updates, will be vital to the long-term success of the release management program.

2

TRAINING

This is self-explanatory. Users need to be trained on updates that may impact their job processes. User education is an essential piece.

3

MINIMIZING UNINTENDED IMPACT

It is important to document your systems, beyond the generalized system documentation provided by SAP SuccessFactors. You should be keeping track of configuration workbooks, administrator and support guides, system and program change histories, and governance team meeting minutes. Rizing Blueline is an option for automating the tracking of changes made to the system as well as administering custom configurations.

4

PARTNER

This is where you work with your stakeholders to validate that the updates are meeting business requirements, capture user feedback, and overall measure the success of each release.

5

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Conclusion

Employees remain the most valuable asset at any company. Your HR system is an important way to connect with prospective employees, hire and onboard new employees, and measure the success of your current employees. Having a system that drives better engagement with HR, while also reducing the impact on IT and HR professionals, is something that can be achieved with an upgrade to the cloud.

The transformation is about more than new software. It is a transformation around how we live our lives and meeting the expectation to have that same level of connection at work. Putting the employee at center of everything enables you to build the processes that increase happiness, and in turn increase retention and make your company one that is a more attractive place to work.

There are the same increasing expectations for a consumer-grade experience in all parts of your organization, but your HR system should be a leader in that charge. Employee-centricity can go beyond attracting and retaining the best talent, it is also about attracting and retaining customers. The two go hand-in-hand, but it starts with your human capital.

This may be a new way of thinking for your organization, but that means you are writing a new chapter in your company's history. You are helping employees become more intelligent and empowered. With the wealth of data and analysis tools available in the cloud, you are giving HR the ability to predict with accuracy and react with speed.

It is a big decision to make the change from on-premise to the cloud for your HR software, but the reality is all companies will make that move eventually. Making this upgrade now will therefore set you apart from your competitors and allow your employees to seize opportunities in innovation, customer service, and collaboration for many years to come.

To help you on that journey, there exists a robust SAP SuccessFactors ecosystem with a broad range of implementation skillsets, solutions, and methodologies to help ensure the transformation is a successful one with the highest level of value to your organization.

Building that business case for cloud adoption and SAP SuccessFactors is becoming easier and easier. Now, the important piece will be ensuring you have the right plan in place for implementation and ongoing management. With this guide, we are confident you as an SAP ERP HCM customer have the foundation for a successful HR upgrade to SAP SuccessFactors in the cloud.

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Why Rizing for your Migration to the SAP Cloud

Rizing has a successful track-record of helping SAP HCM on-premise clients create a clear business case for their move from SAP ERP HCM to SAP SuccessFactors Employee Central. We help customers achieve increased ROI with cloud by maximizing the unique benefits of cloud.

1

Our deep knowledge of SAP ERP on-premise is a key differentiator in helping clients adapt their current processes to SAP SuccessFactors and realize the tangible value of moving to the cloud.

2

We speak HR and we know SAP. Our consultants are experts in human resources and payroll management – and are professionally certified in SAP SuccessFactors. We can translate from SAP on-premise speak to cloud and help paint the picture of the lower total cost of ownership (TCO), combined with user adoption of a consumer-grade solution.

3

We can help design and implement an approach that aligns with your business objectives, maximizes your software investment, and enables you to move to the cloud with confidence and success.

We have delivered 25% of all global Employee Central implementations, the most of any SAP SuccessFactors partner in the world.

Clients will benefit from the most experienced and tenured SAP professionally certified consultants in the industry.

RIZING

rizing.com | hcm@rizing.com

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