

Accenture Software for
Human Capital Management

Awakening the digital HR giant

How shifting practices are
reinventing the HR role and opening
up new productivity channels

By Venky Seshadri

A large, solid blue arrow pointing to the right, positioned behind the text "High performance. Delivered.".

High performance. Delivered.

Designed for digital

Digital technologies are transforming entire businesses, not just IT departments. The repercussions for the workforce and the workplace are immense. Talent management responsibilities are becoming embedded across the organization, which in turn is affecting HR systems and how they are run.¹ Performing well in a digital work environment demands a workforce that is adaptable and can flex to changing demands.²

Delivering differentiated, engaging experiences is not only about customers, but also involves employees. As digital-born company Airbnb's Chief Human Resource Officer morphs into its Chief Employee Experience Officer, the #belonganywhere philosophy of creating memorable workplace experiences has arrived.³

Managing these shifting practices requires HR leaders to take another look at their digital strategies. Digital technologies mean they are no longer wedded to running their human capital management operations on-premise; they can take advantage of the low cost and flexibility of cloud capabilities. And cloud brings its own vulnerabilities—risks such as the security of data and employee sensitivities. HR systems need rich functionality that is not only tailored to the individual needs of the organization but also future proof. Five steps can help HR professionals reinvent their function and fully prepare to manage the workforce of the future.

Avoiding obsolescence

From an HR perspective, any changes to existing systems must be carefully considered and skillfully executed. And some system capabilities and software extensions are likely to be more critical than others. Digital technologies bring new value.

HR professionals can consider **innovative ways to deliver HR services**. Access to HR services is easier and faster using mobility or social media, and the use of familiar consumer technologies, such as smartphones, can open up "anytime-anywhere" services.

Digital technologies remove some of the mystery behind HR processes, **embedding talent management in the business** by going beyond traditional self-service to involve the workforce in recruitment, onboarding, performance review, learning and career development procedures.

As the scope and scale of the HR role grows, the function can evolve to become more marketing-oriented, using technology to **customize talent practices and communications** for specific groups or individuals.

It is this less centralized, more nimble and more business-integrated role that is key to the new HR. And the benefits are tangible. Earlier research undertaken with SAP SuccessFactors shows that organizations which made more extensive use of human capital management solutions saw a 15.2 percent decrease in turnover, a 13.7 percent increase in internal job fill rate, and as much as a 5.4 percent increase in productivity.⁴

The power of extensions

One of the key areas where digital technologies' impact is being felt in the HR department is in the introduction of the SAP HANA® Cloud Platform. Known as a Platform-as-a-Service solution, the SAP HANA® Cloud Platform offers users the flexibility and control needed for application customization.

Of course, applications can always be developed in-house, but by tapping into a portfolio of application extensions, busy HR professionals can be freed up to spend their time on the strategic aspects of their role. They can feel confident that the functionality of their services is being ably managed—while reducing time and effort.

For instance, nearly all HR processes require employee documentation, yet Accenture has found that 82 percent of HR professionals take more than 30 minutes to create a document and 80 percent have no standardized solution for document creation.



A **data conversion and migration extension** that reduces errors during mass uploads can result in a saving of up to **40 percent** of data load time.



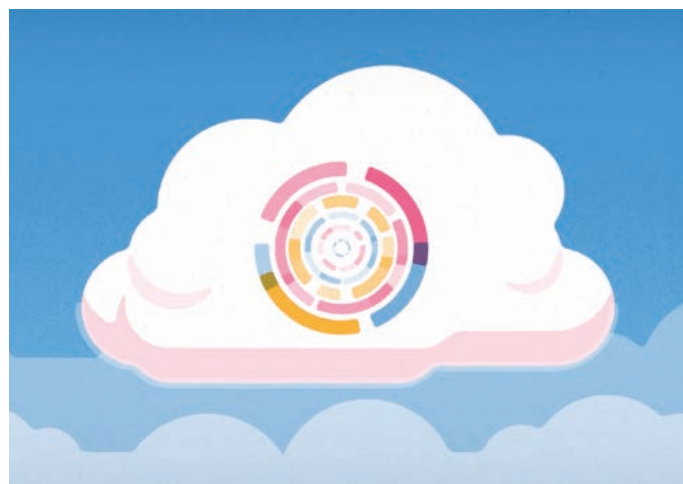
A **test data and optimization extension** can secure personnel data with savings in the region of around **US\$80,000** in penalty payments.



A **data validation and monitoring extension** means defensive reporting efforts can save approximately **US\$100,000 a year** through a reduction in the number of queries.



A **document creation extension** helps users to build and manage templates easily, and merge data from SAP SuccessFactors or SAP® ERP Human Capital Management systems.



Cloud value

Accenture works with many organizations whose cloud-based HR operations are realizing rewards.

Moving global workforce management to the cloud

Timken—a leading manufacturer of industrial and automotive components—has a global workforce with more than 21,000 employees in more than 33 countries. The company decided to move its HR operations to SAP SuccessFactors' cloud-based HR solution to support a range of processes, including recruiting, payroll and workforce analytics.

The implementation took place across multiple countries and encompassed nine languages. With standardized, integrated HR systems and processes delivered via the cloud, Timken has streamlined multicountry payroll, increased efficiency and significantly lowered operating and maintenance costs.

Meanwhile, the solution's analytics capabilities have reduced the time it takes to pull operations reports and access business intelligence—which is critical to monitoring performance and confirming compliance with a variety of country-specific regulations. Timken plans to develop its own applications and its OA Architect has noted how the solution helps with Sarbanes-Oxley and the auditing process.

Improving the quality of employee data

ZS Associates, headquartered in Evanston, Illinois, is a sales and marketing consulting firm with more than 5,000 employees in 13 countries. ZS serves clients in multiple industries and moved its core HR into SAP SuccessFactors' Employee Central. In an effort to simplify and gain better insight into its data quality, the company implemented a data monitoring tool. Adapting a core HR solution is a big decision. ZS Associates considered the configuration and the platform itself as an opportunity to change and to improve its processes and HR delivery. Sitting on the HANA Cloud Platform, the solution extension discovered discrepancies in employee data without the need for ad-hoc reports, freeing up HR resources' time and attention for the more strategic HR issues that face the company.

Reinventing HR

Digital technologies may be more commonplace, but they are far from being fully exploited by HR leaders. While workflows have been improved through interconnected systems and the automation of paper-based processes, for many HR departments the digital giant is still slumbering.

But the time is ripe to be fully awake. Organizations must employ an effective digital strategy to lower operating costs and help to streamline and enrich human resources business processes. Cloud is a natural choice and, with the right extensions, HR leaders can gain the flexibility and agility they need to serve their role's future demands.

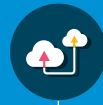
Five steps to digital success

So how can HR leaders get started? Here are five ways digital technologies can reinvent HR organizations today:



1 Move to an integrated, consolidated HR platform

A central HR platform can provide the unified, consistent data needed to gain a single view of the workforce, automate extended processes, and work seamlessly across employee-interaction channels. **Ask yourself: What do I need to do to get the right talent on board?**



2 Migrate to the cloud for agility and innovation

HR organizations that are embracing Cloud/SaaS solutions have realized that many typical HR transactions are in fact "commodity" and can be consistent across the enterprise. **Ask yourself: Do you have the right/easy systems and processes in place to use the cloud?**



3 Use analytics for deeper insight

Analytics can be used to measure the effectiveness of HR and the impact it has on the business, as well as develop insights that can strengthen HR processes. **Ask yourself: Are you monitoring whether your HR department is serving today's needs and is prepared for tomorrow?**



4 Use social media to get close to employees

This familiar and effective channel for engaging employees helps HR executives to improve collaboration and speed up HR processes. **Ask yourself: Are you using social media to get close to your employees?**



5 Make HR mobile

Mobile technology is critical to reaching a constantly moving, dynamic workforce—and to extending HR processes out to the business. **Ask yourself: How can a mobile strategy help to achieve your business goals?**

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 375,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com

Combining experience and knowledge about how to optimize HR processes, Accenture Software for Human Capital Management offers add-ons for SAP ERP HCM and SAP SuccessFactors solutions to help HR business processes work more efficiently and effectively. For more, visit: www.accenture.com/hcmsoftware

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¹ The Future of HR: Shattering the boundaries of HR, Accenture Strategy 2016, <https://www.accenture.com/us-en/insight-shattering-boundaries-hr>

² Accenture Technology Vision 2016, <https://www.accenture.com/us-en/insight-liquid-workforce-planning>

³ *Forbes*, July 2015, <http://www.forbes.com/sites/jeannemeister/2015/07/21/airbnbs-chief-human-resource-officer-becomes-chief-employee-experience-officer/#355248bc7b64>

⁴ Building the digital HR organization, Accenture 2015

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