SAP Data Migration:

Information is at the Core of Capgemini’s SAP Implementation Approach

Traditionally, organizations look at their business in terms of three dimensions - people, processes and technology. However, all of these dimensions have a common need for information. Organizations that do not focus on information when managing their business often end up with a disjointed approach to each of the three dimensions. Therefore, they may miss out on potential business opportunities and efficiencies.

This is often a trap that many organizations fall into as they migrate to a new ERP system. They take a functional-based or process-based view of the organization, while information is often treated as an afterthought despite the fact that information is one of the most valuable assets of the organization. Instead, organizations should look at the information-related components of SAP implementations not only as needing to convert data to a new ERP system, but to implement a decision-making platform that has a solid information foundation and embeds analytics into their core processes for more informed and forward-looking operational and strategic decision making.
The Challenge of SAP Data Migration

SAP applications run on data. In order to implement SAP, organizations must migrate and convert their legacy master data (i.e. customers, products, suppliers, employees, chart of accounts) from legacy systems into SAP. Data migration in support of an ERP implementation is far from easy. A report from Bloor Research recently found that more than 80% of data migration projects run over time and/or over budget, cost overruns average 30%, and time overruns average 41%1. Gartner has found that 80% of organizations will underestimate the costs related to the data acquisition tasks by an average of 50%2. The challenges of data migration to SAP include:

- Resolving data quality problems
- Inconsistent data definitions between legacy systems and SAP
- Designing access to numerous source legacy systems and/or data silos
- Proper business logic for converting from legacy data structures into SAP.

For the reasons above, many consulting firms offering SAP ERP implementation services will put the burden of cleansing and converting data into SAP-ready formats on their client. Capgemini’s SAP Data Migration services are designed to reduce risk and are based on SAP best practices and our “DELIVER for Data Migration” methodology.

Capgemini’s Approach to SAP Data Migration

In order to have a successful ERP implementation, the SAP application must run on top of a solid foundation of data. Poor levels of data quality within SAP will cause a high level of errors in transaction processing, which is a costly business proposition. In most cases, the migration of data from legacy systems into SAP is the riskiest and most labor intensive work stream in an ERP implementation. However, when data migration is done well, it creates a solid foundation of information in the ERP system from which advanced business insights can be derived.

Our approach creates reusable assets that can be leveraged in the future. It leverages the following accelerators:

- **Predefined Migration Content**: Data validation content including enrichment rules and extraction jobs
- **Documentation**: Business process documents for data migration provide

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1 Bloor Research: Philip Howard – Market Update; June 2008
http://www.bloorresearch.com/research/Market-Update/952/data-migration

2 Gartner: Ted Friedman – Best Practices Mitigate Data Migration Risks and Challenges; May 2009
process flows and the sequence in which the objects need to be loaded

**Implementation Accelerator:**
Mapping templates for workshops during the Blueprint phase feature field and value mapping.

"DELIVER for Data Migration" Methodology
Capgemini’s best practices were created from hundreds of data migration projects delivered globally. The result is our “DELIVER for Data Migration” methodology.

Ours is a tested methodology based on a structured approach for the migration and quality improvement of data in support of application deployment. DELIVER is a project framework for data migration projects that provides a library containing role definitions, project phase and task descriptions, deliverable templates, and best practices.

The nature of data migration projects is unlike application or business intelligence development, and therefore requires a unique approach. DELIVER focuses on the following areas:

- Data discovery helps identify data issues at an early stage and provides information needed to define conversion rules of higher quality.
- Frequent “trial conversions” or “mock migrations” are executed and tested against controls to ensure quality and completion.
- Data mapping and cleansing leverages accelerators through a data migration factory model.
- Data controls are put in place up front in order to quantifiably measure the success of a data conversion, which is critical to verifying whether to continue with the project.

**In Summary**
With over 5,000 Business Information Management (BIM) practitioners around the globe, Capgemini provides resources, combining expertise of information strategy, business consulting and a deep understanding of BI technologies to ensure seamless and effective implementation. Our BIM Center of Excellence in Mumbai, India also consists of 1,500 skilled consultants as a part of our differentiated Rightshore® model. We have completed over 100 successful data migrations in the last 3 years and our structured approach ensures:

- All relevant data is migrated on time to meet your project deadlines
- Data quality is managed to meet the needs of the business and the target environment
- Interruption to the business is minimized
- Low cost, effective migration is delivered.

**Figure 2: DELIVER for Data Migration**

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<th>Design</th>
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<th>Test And Acceptance</th>
<th>Execution</th>
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Capgemini, one of the world’s foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in 40 countries, Capgemini reported 2010 global revenues of EUR 8.7 billion (approximately USD $11.5 billion) and employs over 112,000 people worldwide.

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