



Edenhouse
CREATIVE BUSINESS SOLUTIONS

Corus
Case Study

SAP Payroll Implementation



Client Overview

Corus is the second largest steel producer in Europe with a crude steel production of over 20million tonnes. They are a subsidiary of the TATA Steel Group and provide solutions to a broad range of market sectors. Examples include Aerospace, Automotive, Construction and Rail.

<http://www.corusgroup.com/en/>

The challenge

In 2006 Corus commenced a project to re-implement their SAP HR system, replace their time recording tool with CATS and retrain 4,500 users, and replace their existing mainframe payroll system with SAP Payroll. This was the next step in the development of their SAP system with an overall goal of creating a single integrated system that would accurately and efficiently process payroll for 25,000 employees.

In April 2008, as the project was about to enter key testing and sign off stages Corus approached Edenhouse for SAP Payroll expertise. The project team was a combination of consultants from other SAP consultancies, independent contractors and internal Corus staff.

Edenhouse Solution

Following discussions with Corus, Edenhouse agreed to provide an experienced SAP HR and Payroll consultant to work alongside their existing project team and take on the role of SAP Payroll Test Manager.

With the project already over half of the way through Edenhouse had to become part of the project team quickly and seamlessly, whilst getting up to speed on the already planned three separate go-lives, which were separated to accommodate the large number of employees. The key challenge for Edenhouse was to ensure that for all three phases the appropriate testing was undertaken, so that the SAP payroll was at least 97% accurate when compared directly to the legacy payroll.

Edenhouse provided an expert in the implementation and support of SAP HR and Payroll solutions, who could quickly understand the SAP technical solution. After discussions with the project team about the plan and methodology the next factor to consider was the level of resource available.

With business as usual activity a major pull on the Corus staff Edenhouse had to be creative whilst mitigating the risk. Careful planning was required for each of the phased go-lives considering the resources made available from the Corus payroll team. There could be no guarantees as to the size or knowledge base of the testing team so Edenhouse needed to make sure that regardless of who was selected the quality of the testing undertaken was both appropriate and effective.

Test scripts were initially created to cover all of the different payment scenarios and a dedicated testing team would then carry out a series of user acceptance tests (UAT) followed by dual payroll input and parallel payroll runs. However as limited business knowledge was available at times an alternative testing solution was required.

It was decided to focus the UAT test scripts instead on checking for any obvious technical issues. This process would not confirm whether payments were correct, but was useful in identifying problems



such as missing configuration or incorrect data. Following that stage of tests, the focus moved swiftly into the parallel run phase where it became clear the most effective method was via direct comparison to the legacy system.

To help make this process as efficient as possible, a bespoke report created by the technical team was used to compare the payroll results on both systems. It was an extremely useful and important tool as it enabled the team to quickly identify the exact employees that needed further investigation.

The status and progress of all payment variances were stored in an issues database. All employees that needed to be reviewed were passed across to the appointed business resource to investigate further. With access to the legacy payroll system, they were in the perfect position to carry out this task. By visually comparing SAP with the legacy system, the team were able to provide a good indication as to what particular areas of payment the differences were related to (i.e. overtime, allowances, deductions etc).

In order to ensure effective management of the issues database, Edenhouse utilised their experience in the ad-hoc reporting tools provided by SAP along with standard Microsoft tools. By extracting the employee and organisational data from SAP and merging it with the records in the issues database, it was possible to find patterns with the issues.

Grouping the results in such a way enabled the technical team to quickly prioritise which issues they needed to work on (usually based on numbers affected), and often resulted in the speedy resolution of problems. When a fix was applied it was then returned to the testing team for re-processing. Providing that the data was then correct, the issue was then re-classified and removed from the open issues database.

For each of the phased go-lives Edenhouse ensured that the overall picture, along with the detailed view of all issues was recorded and reported to the project manager at regular project meetings or on an ad-hoc basis as required.

Impact/Results

Corus successfully went live as scheduled with it's final phase in the November 2008 pay run. Edenhouse played a key role in ensuring there were no go live surprises and that the payroll was tested for circa 25,000 employees. Stephen Funnell, Project Implementation Manager for Corus commented,

“The Edenhouse consultant made an outstanding contribution to my project. He joined the project in its latter stages, something that is often difficult to do, but has managed to integrate himself with the consultants already appointed; work exceptionally well with the business resources; and ensure robust testing was completed before each go live.

His contribution has ensured the successful completion of an extremely difficult implementation of SAP Payroll for 25,000 employees. His efforts have been greatly appreciated and I wish Edenhouse well for the future.”



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6 Quartz Point
Stonebridge Road
Coleshill
Birmingham
Warwickshire
B46 3JL

Registered in England and Wales No: 6498946

Telephone: +44 (0) 121 767 9280

Email: info@edenhousesolutions.co.uk

Website: www.edenhousesolutions.co.uk