> "The solution transforms our planning processes and reporting capabilities. It has won the support and commitment of business users as it allows them to plan and model scenarios at a granular level, improving both the quality of their plans and the business decisions they make."

Ron Baldwin,
Project Sponsor, NATS

Next-Generation Business Planning Enabled by SAP

NATS transforms its business planning, forecasting and reporting processes with a solution designed, developed and supported by Capgemini, based on the new SAP BPC 10.1 Embedded Model running on an SAP BW on HANA platform. NATS is one of the first UK clients to go live with the SAP BPC Embedded Model, which is emerging as SAP's next-generation business planning solution.

The client

NATS provides air traffic control services for the UK's upper airspace, at 14 UK airport towers and in a joint venture at a number of airport towers in Spain, as well as operating in Asia and the Middle East. A significant part of the UK business is economically regulated by the Civil Aviation Authority, with the rest of the UK and overseas businesses existing in an increasingly competitive environment.

To satisfy the regulator, lenders, rating agencies and internal stakeholders, and to ensure it can compete commercially, NATS' complex business planning, forecasting and reporting processes need to be accurate, effective and efficient. These processes

Overview

Customer Name: NATS

Industry: Air traffic control services

Location: Fareham, Hampshire, UK

Client Challenges / Business Need: Transformation of critical business planning, forecasting and reporting processes to drive up the quality and efficiency of planning and reporting in order to satisfy regulators and compete commercially.

Solution-at-a-glance: Replacing an SAP BPS/BW solution with a planning and reporting solution built on the SAP BPC 10.1 Embedded Model, running on an SAP BW on HANA platform.

Results (Benefits):

- An extended range of planning scenarios is supported by the SAP HANA based solution, increasing consistency and reducing offline spreadsheets.
- Solution automation dramatically improves accuracy, effectiveness and efficiency of planning and reporting processes. This successful business transformation benefits 700+ users.

require matching supply and demand for specialist skills, resources and expertise in areas like air traffic control services, major investment programmes and the delivery of innovative solutions to UK and international airports, airlines and governments.

The situation

NATS needed to reduce business risk by transforming the way it worked. Its SAP BPS solution was reaching end of life. It was unable to keep pace with business planning and reporting requirements, and so users were relying on offline spreadsheet-based processes. Such offline processes can lead to inherent business challenges and risks such as:

- inconsistency in processes across the business
- disproportionate time spent on collating plan data instead of on analysis
- limitations on the level of data granularity
- reliance on key personnel with knowledge of the spreadsheets
- doubts about the accuracy and quality of plan data
- provision of timely management information and reporting, which impacts on the effectiveness of decision-making.

The solution

In collaboration with NATS, Capgemini designed and developed, and now supports, an organisation-wide SAP BPC 10.1 Embedded Model solution on a new SAP BW 7.4 on HANA platform. NATS is believed to be the first SAP client in the UK to go live with the new BPC Embedded Model.

Prior to implementation, Capgemini undertook two project definition studies. The first analysed which planning tool should replace SAP BPS and how wide a scope of planning scenarios it should support. The second study analysed whether moving to a BW on HANA environment should be treated as an upgrade or a migration. As well as providing recommendations that NATS used as inputs to the business case, these studies engaged key NATS stakeholders to think early on about what they wanted from the solution. This created a change environment where "pull" from users complemented the "push" from the project implementation team.

The SAP BPC solution comprises multiple planning models, each with input templates, reports and planning calculations, across NATS' three key planning areas: Activity Planning, Headcount Planning and Regulatory Service Line Planning. These components enable users to plan demand (e.g. projects) and supply (e.g. headcount) along with a range of drivers to which complex calculations are applied in real time – a quantum change from the previous solution, where even less complex calculations took many hours to complete. The planning processes supported by the solution have been extended from annual planning to include monthly forecasting, live planning and scenario-based planning. A cockpit display provides planning managers with a simple, intuitive interface for managing and controlling the various elements of the planning process.

The result

Nigel Fotherby, Finance Director, NATS, says:

"NATS is very proud of what has been achieved and with the positive feedback from end-users – this has truly been an excellent project and the resultant solution has delivered tangible benefits to our business. This is an exemplar for future major SAP-enabled transformations."

NATS sees this solution as truly transformational and the company was a shortlisted finalist in the Business Transformation category of the prestigious SAP Quality Awards (2016). The project has successfully achieved a business transformation affecting 700+ users by embracing the support and commitment of the business.

Key users have been actively engaged in design thinking so that they recognised early on how the new solution could help them evolve their existing processes to derive tangible benefits.

The new solution has improved the accuracy, effectiveness and efficiency of planning and reporting processes and capabilities. Benefits already being realised include:

- **Reduced offline planning.** With the range of planning processes supported online increasing significantly, the need to take processes/data offline has reduced. Over 30 management accountants have retired offline spreadsheets.
- **Improved transparency and accuracy.** With core SAP master/transaction data automatically integrated into the planning input templates and a number of complex driver-based calculations generating plan data, planners can model headcount over a 20-year period, driving up overall planning quality.
- **Greater consistency.** Undertaking planning processes online has led to improved consistency across the business. This allows the focus to shift away from data collation and towards analysis, and ensures all plans use a single data source.
- **More efficient planning.** Increasing automation plus the use of driver-based inputs and calculations to generate plan data has reduced the effort needed for plan data creation.
- **More effective planning processes and business engagement.** The new processes enable a more interactive and iterative plan and review cycle, with features such as in-line commentary to further engage the business. NATS has greater control over vacancies through improved visibility of headcount plans.
- **Dramatic performance improvements.** The move to HANA has dramatically improved reporting performance and data flow remodelling has significantly reduced the overnight load window. Users can navigate and explore data through a more responsive, relevant, timely, fit-for-purpose management information solution that helps them make evidence-based decisions.
- **Future scalability.** NATS is looking to exploit the new platform to support a wider range of planning and reporting scenarios.

Benefits:

- Support for an extended range of planning scenarios increases consistency across the business and substantially reduces use of offline spreadsheets.
- Automation within the solution dramatically improves the accuracy, effectiveness and efficiency of planning and reporting processes.
- A successful business transformation benefits 700+ users.
- Business risk reduction through replacement of an aging, limited planning solution.
- Introduces SAP HANA, enhancing performance and providing a platform for future extension and development.

About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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About NATS

NATS Services provides air traffic control at 14 UK airports, and to Gibraltar and three other airfields under the UK Ministry Of Defence (MOD) Project Marshall contract. It also provides engineering, consultancy (including training) and aviation information management services to UK and overseas customers and to the UK MOD. Ferro NATS, a joint venture with Ferrovial Servicios SA, provides air traffic services at 9 airports in Spain. Aquila, a joint venture with Thales UK Limited, is fulfilling the Project Marshall contract.

Learn more about client at:
www.nats.aero

For more information on this project, please visit:

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People matter, results count.