



# DIGITAL CORE FOR ENTERPRISE - FINANCE

- TRENDS AND CHALLENGES
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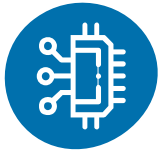
**TRENDS AND CHALLENGES**



# WE SEE THREE BIG DRIVERS OF FINANCE CHANGE

1

## EMERGING TECHNOLOGIES



- Technological changes bring about challenges and opportunities
- We are at the beginning of the fourth industrial revolution with robotics (RPA) and artificial intelligence (AI) center stage
- These emerging technologies are rapidly maturing which requires finance to address how they will be deployed not only for competitive advantage but also business survival

2

## OPTIMAL REAL TIME ANALYTICS & INSIGHTS



- The tools SAP provides for reporting and analytics are significantly more agile and provide deep insights into business performance and management
- Predictive analytics and what if scenarios now play a major role in business management enabling data and evidence-based decision making e.g., “if I sell at \$x what will my margin be?” is now a scenario which can be realized on an app in the field

3

## BUSINESS AGILITY



- Business undergo rapid changes in relatively short periods of time with:
  - Mergers and Acquisitions (M&A)
  - Divestments
  - Changes to market conditions
- These rapid changes require business software solutions which are agile and scalable to enable the business to respond with speed, economy, accuracy and compliance

**ADDRESSING THESE DRIVERS ENABLES BUSINESS TO DRIVE OUT COST, BOOST REVENUE AND IMPROVE MARGIN**



# BUSINESS CANNOT OPT OUT...CHANGE HAS TO BE EMBRACED TO MAINTAIN A COMPETITIVE POSITION

1

...THE AUTOMATION AND OPTIMIZATION OF PROCESSES WITH THE RESULTING DATA AVAILABILITY ENABLES THE BUSINESS TO REIMAGINE THEIR OPERATING MODELS...

THE FINANCE FUNCTION CHANGES TO STRATEGIC ADVISOR WITHIN THE BUSINESS.

2

...FROM REAR VIEW REPORTING TO WHAT'S AHEAD.

EXPECTATIONS HAVE SHIFTED WITH THE USE OF REAL TIME DATA AND AI WHICH HAS RESULTED IN PREDICTIVE ANALYTICS AND DIGITAL BOARDROOMS. THERE IS A NEED FOR DATA ON DEMAND.

3

...HOW DOES THE MODERN ENTERPRISE INTEGRATE NEW BUSINESSES AND OPTIMISE SYNERGIES IN A TIMELY AND NON-DISRUPTIVE FASHION. THE OPERATING MODEL AND CORPORATE STRUCTURE CAN CHANGE RAPIDLY. THE ENTERPRISE MUST BE AGILE AND HAVE AN AGILE IT FRAMEWORK.

- Leveraging digital technology and automation significantly reduces finance operating costs and improves accuracy
- There is a greater return on investment(ROI) in relation to SAP
- Drive business value faster and more efficiently by adapting/changing the operating model

- AI Orchestration and Data mastery enables a "zero failure" control environment
- Working capital and cash improvements through real time analytics
- Placing data and analytics front and center to make accurate strategic and tactical decisions

- M&A are a routine challenge for business. There is a requirement to enable the M&A process from strategy and inception through to execution
- Adapting to rapid change enables the business to ensure its competitive position and edge in the marketplace



# DOING NOTHING IS NOT AN OPTION...

1

...LOST COMPETITIVENESS AND  
REVENUE LEAKAGE

- The cost of finance and other functions remain high compared to competitors resulting in lower margins and lost revenue
- Inability to attract and retain the best finance talent
- Inability to become the strategic advisor to the business while working manual and inefficient processes

2

...LOWER MARGINS AND  
PROFITABILITY

- Inability to respond to customer demands
- Inability to focus on Working Capital and Margin KPI's
- Poor insights will result in inability to focus on what matters and the appropriate decision making
- The competition races ahead leaving you behind

3

...LOST BUSINESS  
OPPORTUNITIES & RESOURCE  
DRAIN

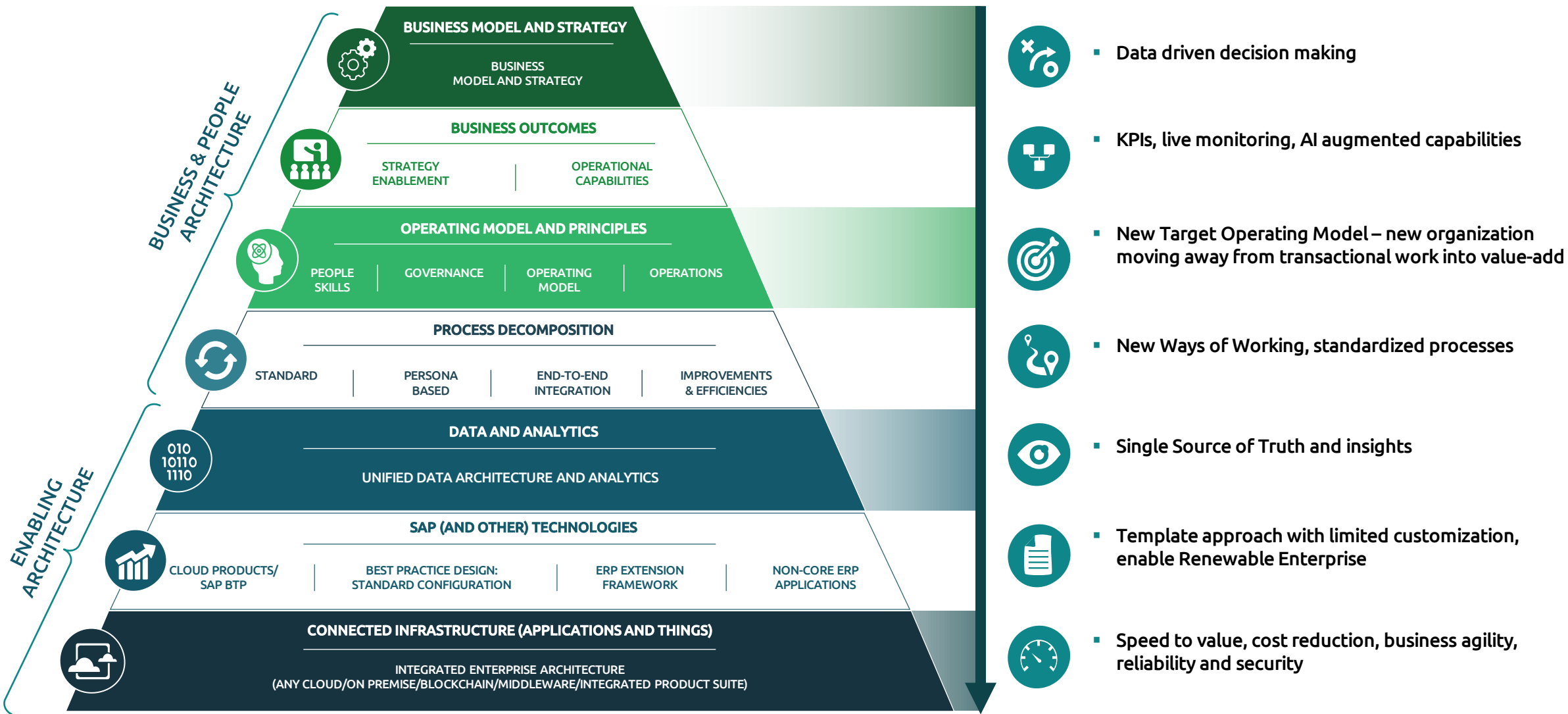
- Missed opportunities to onboard a strategic business and integrate it in an optimal fashion will result in reduced benefits
- Poor integration will drive up the IT cost of ownership and result in poor data and analytics
- Inability to service the market





**CAPGEMINI VALUE PROPOSITION**

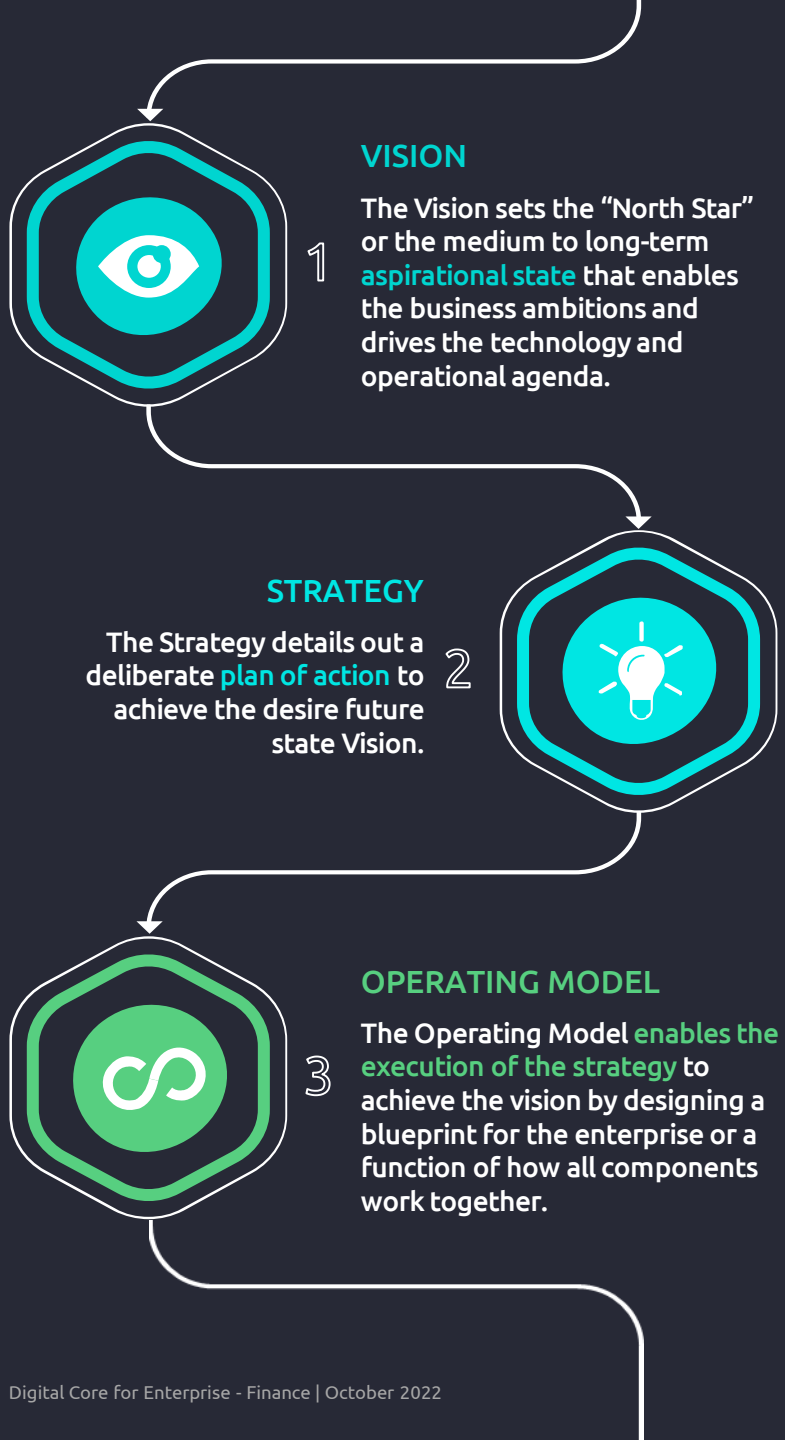
OUR VISION COVERS EVERYTHING FROM BUSINESS MODEL AND STRATEGY FOR  
DIGITAL TRANSFORMATION TO CONNECTED INFRASTRUCTURE  
CORPORATE STRATEGY REIMAGINED BY PEOPLE, PROCESS, AND TECHNOLOGY







# A TECH STRATEGY & OPERATING MODEL PROVIDES A COMPREHENSIVE VIEW OF THE WAY IN WHICH IT IS GOVERNED AND HOW IT CAPABILITIES ARE CONSTRUCTED AND ALIGNED TO MEET STRATEGIC & OPERATIONAL OBJECTIVES



## DEFINES BUSINESS-DIGITAL-IT RELATIONSHIP

- How IT and business work together and govern IT to create value for an organization.



## PROVIDES AN INTEGRATED VIEW OF HOW IT SERVICES WILL BE DELIVERED

- Details all required IT capabilities and the underlying processes, roles, governance, interfaces, performance metrics and tools.



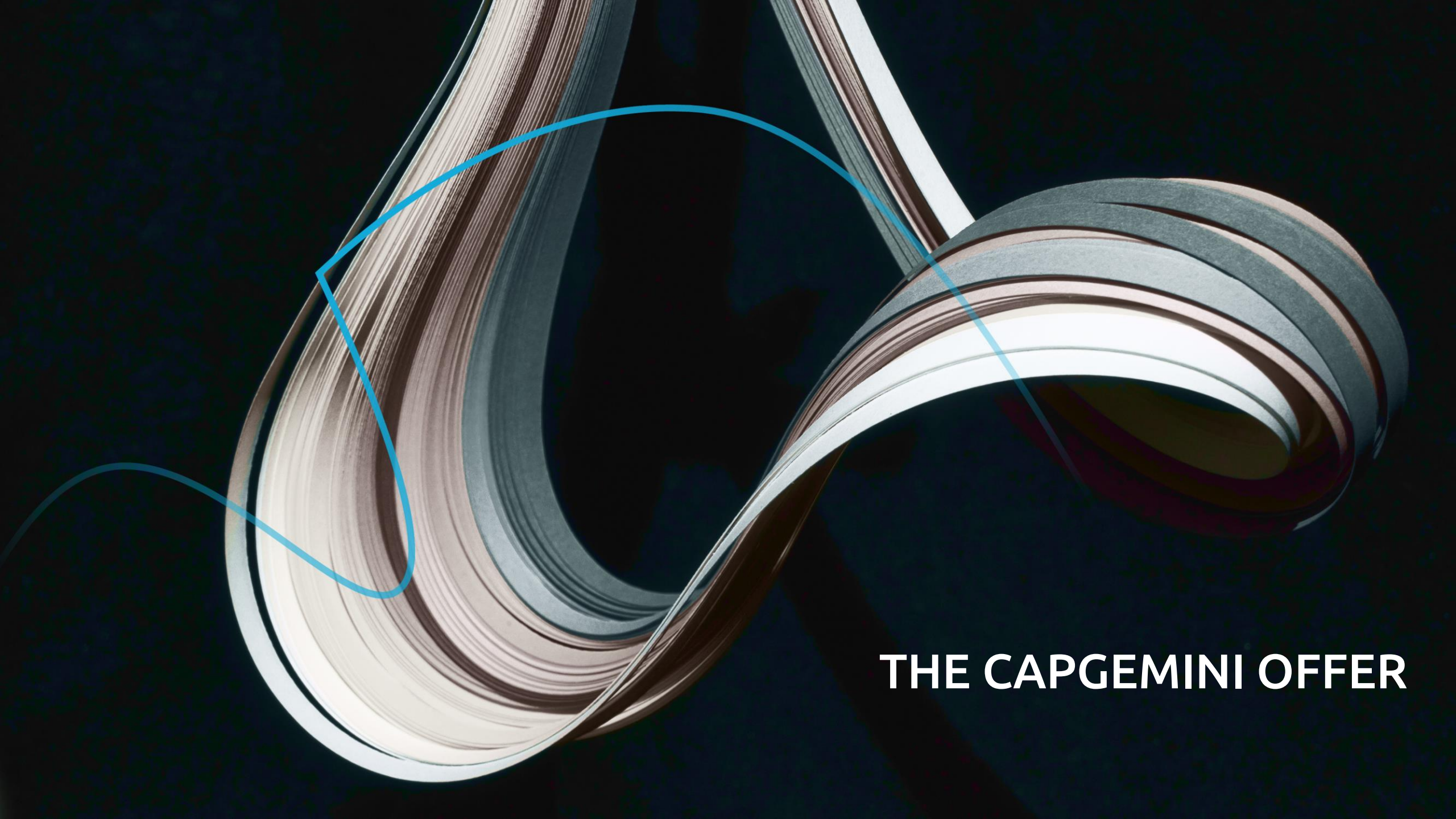
## SERVES AS A BLUEPRINT FOR TEAM DELIVERY STRUCTURE

- How resources are organized to get critical work done (e.g. develop/procure applications/products, provide services to customers).



## NEEDS TO EVOLVE WITH THE BUSINESS MODEL AND STRATEGY

- Guides teams to produce the right results.

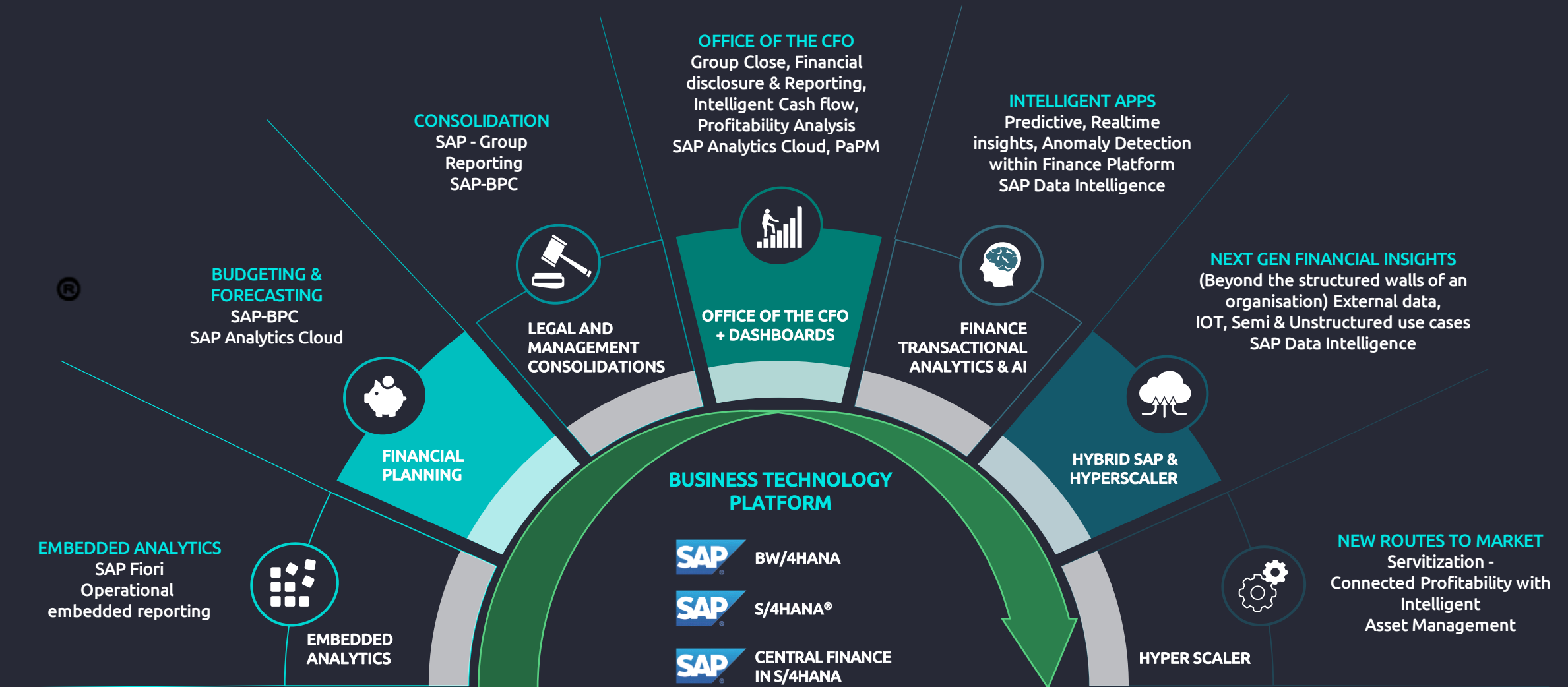


**THE CAPGEMINI OFFER**



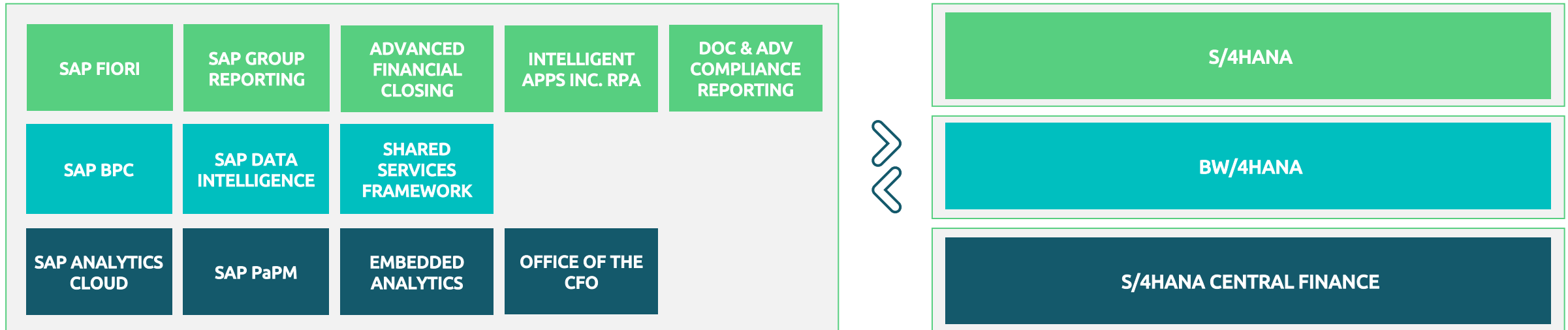


# DIGITAL FINANCE - OPERATIONAL ANALYTICS TO NEW BUSINESS MODELS





# S/4HANA FOR FINANCE



## PROBLEM

- The need to have the data managed with standard processes in a core solution while enjoying the power of **automation** and remaining **agile**
- Significant time and effort for **managing compliance**
- **Unavailability of data** to enable timely reporting and processes
- Inadequate ability to perform **predictive analytics**
- Maintaining a **clean core** while managing custom processes/steps



## OUR OFFERS

- Our **Transformation team** supported by our proven **Advisory approach & tools**, has a unique combination of process expertise, operational practitioner experience across Finance and month end, blended with SAP & other systems knowledge
- Our assets (**D-GEM, ESOAR, Maturity Model, Digital Core with S/4HANA**) and our **delivery methodology (iCaptivate)** are practical, from real world operations and have proven to support efficiencies across finance covering SAP and non- ERP processes
- We lead on **Business Technology Platform(BTP)**, SAP Intelligent **Robotic Process Automation(RPA)** capabilities and **Artificial Intelligence (AI)**



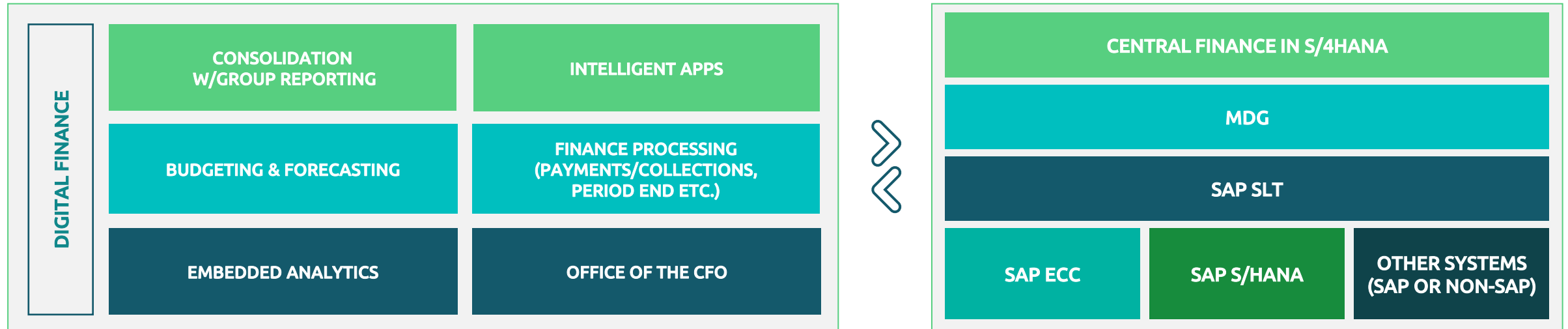
## BENEFITS

- Delivering a clean core with a **reduced cost of ownership** while providing the agility and flexibility the enterprise needs
- **Centralized processes** across the enterprise bringing about efficiency, accuracy and cost savings
- **World class analytics** from margin, working capital and compliance to drive the business forward
- Maximize return on investment by delivering rapid results through **process redesign** including RPA and AI





# DIGITAL TRANSFORMATION WITH CENTRAL FINANCE



## PROBLEM

- **Multiple ERP Systems** creating an inefficient, complex and expensive architecture
- **Poor availability** of financial reporting due to multiple sources and no real time data flow
- **Multiple Accounting structures and hierarchies are not aligned** creating transactional rework and inaccuracy
- **Right first time is not achieved** resulting in reporting latency and rework



## OUR OFFERS

- **Central Finance** can consolidate data real time from a number of ERP sources enabling an overall enterprise-wide analytics and finance data processing platform
- **SAP Master Data Governance (MDG)** can manage data across multiple systems from a central hub ensuring data consistency and accuracy
- **SAP S/4HANA for Central Finance** encompasses purpose-built functionality such as SLT to manage the overall data integration from source ERP to Central Finance



## BENEFITS

- **Harmonize and centralize** finance master data to ensure a single version of the truth
- **Centralize core finance processes** such as vendor payments, customer cash collections, FX revaluation, planning, allocations
- Streamlining **Financial Closing** and reporting
- Faster **benefits realization** for digital finance transformation
- **Agility** with Mergers and Acquisitions, divestments



# WORLD CLASS CLOSE WITH ADVANCED FINANCIAL CLOSING

## Entity Close with Manual Orchestration

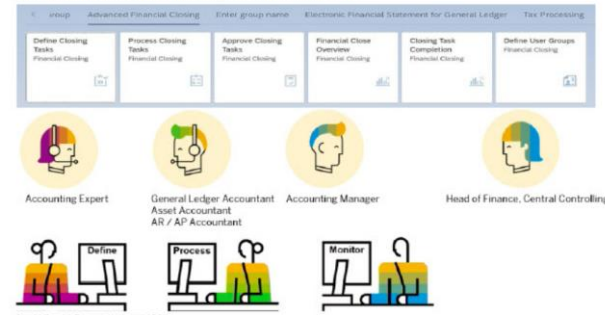
Task	Start	End	Status	Owner	Comments
Define Closing Tasks	2022-10-01	2022-10-05	Completed	Accounting Expert	
Process Closing Tasks	2022-10-06	2022-10-10	In Progress	General Ledger Accountant	
Approve Closing Tasks	2022-10-11	2022-10-15	Pending	Accounting Manager	
Financial Close Overview	2022-10-16	2022-10-20	Pending	Head of Finance, Central Controlling	
Closing Task Completion	2022-10-21	2022-10-25	Pending	Accounting Expert	
Define User Groups	2022-10-26	2022-10-30	Pending	General Ledger Accountant	

Error-prone, no real-time execution, no result capture, not event-based, low efficiency, poor insight, ...

Who is in charge?  
Who runs what?  
What's the most efficient sequence?  
How do I combine with manual tasks?  
Where do I need an explicit approval?  
How do I manage this across systems?

## SAP S/4HANA Cloud for Advanced Financial Closing

Role-based approach coordinates tasks across your team



Source: SAP

## SAP S/4HANA Cloud for Advanced Financial Closing

Perfect planning, automation and monitoring

### Benefits

Faster Entity Close through improved closing efficiency  
Governance and Compliance  
Transparency and Insight



### Capabilities

Automated closing tasks and workflow-supported intuitive apps for manual tasks  
Collaboration, notifications, and escalations  
A global game plan defined for the entity close, serialize for multiple org units and closing cycles  
Audit trail, logging, documentation  
Comprehensive analytics for real-time insight into the closing status  
Monitoring for subsidiaries and headquarter

**15-25%** Faster Closing cycle – while ensuring high-quality compliant results  
Source: SAP Performance Benchmarking

Source: SAP



## PROBLEM

- Slow availability of reporting packs
- Period End is too time consuming, costly and inefficient
- Blockers include:
  - Poor controls in place
  - Late adjustments and journals
  - Too much happening "off system" on spreadsheets



## OUR OFFERS

- Advanced Financial Closing on the cloud builds on SAP's closing functionality
- Speed up even the most complex closing cycles, while meeting regulatory requirements and financial reporting standards. With the SAP Financial Closing cockpit, you can increase user efficiency through centralized monitoring and control and enhanced automation.
- On-premise, cloud, or hybrid deployment
- Intuitive user interface
- Automated closing cycle
- Template-driven processes



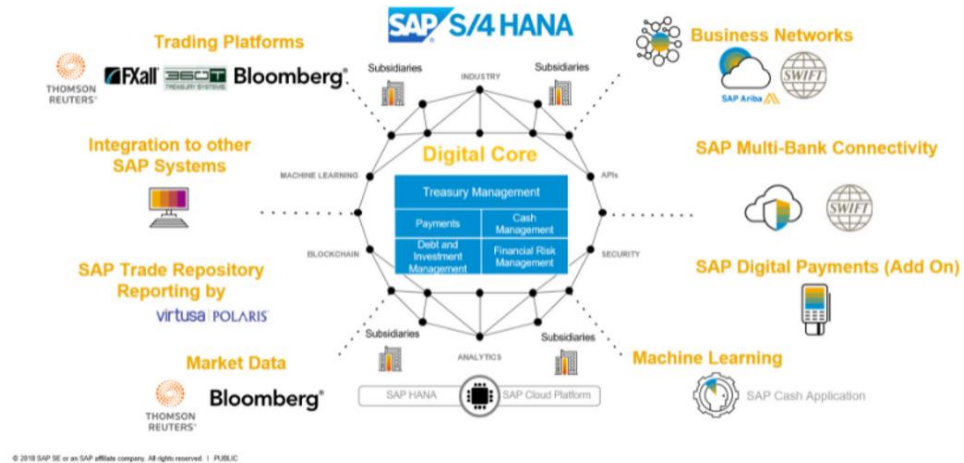
## BENEFITS

- A robust and established solution which demonstrably simplifies and accelerates period end closing
- Can orchestrate processes and transactions across an ERP landscape with dashboard control and functionality
- Attain a faster closing cycle by 15-25%
- Greater transparency on month end progress via a suite of Fiori apps





# TREASURY AND CASH MANAGEMENT



## PROBLEM

- Inability to gauge the Enterprise cash position and liquidity in a timely fashion
- Volatile Forex and money market
- Global uncertainty due to pandemic resulting in complex and highly competitive money markets
- Complex deals needing extra security and continuous monitoring with reporting
- Emerging liquidity constraints
- Longer Cash-to-Cash-cycle
- Increased Credit risk
- Misaligned hedging strategies



## OUR OFFERS

- The 4 main pillars to Treasury & Risk Management:
  - Manage Payments and Bank Communications
  - Optimize Working Capital and Cash
  - Secure Financial Risk
  - Analyse, Control and Comply: Includes financial analytics dashboard for SAP Analytics Cloud
- Additionally, S/4HANA core and cash management provides the following:
  - Integration with trading platforms
  - Real-time data views
  - In-House cash management

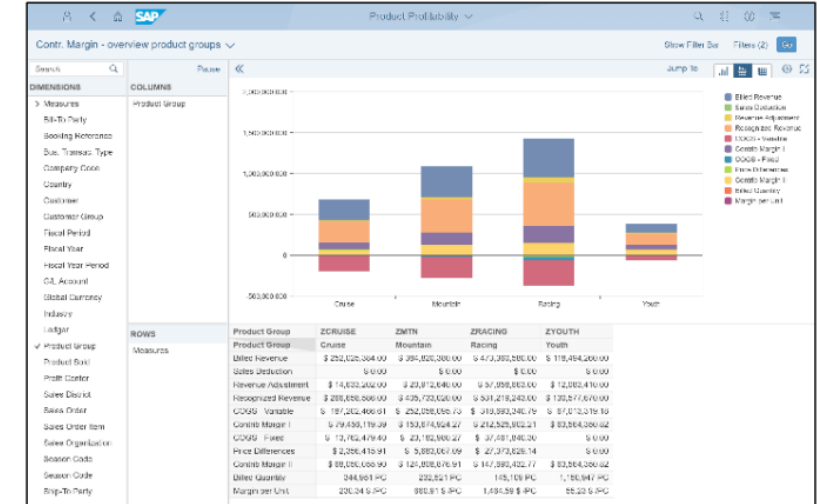
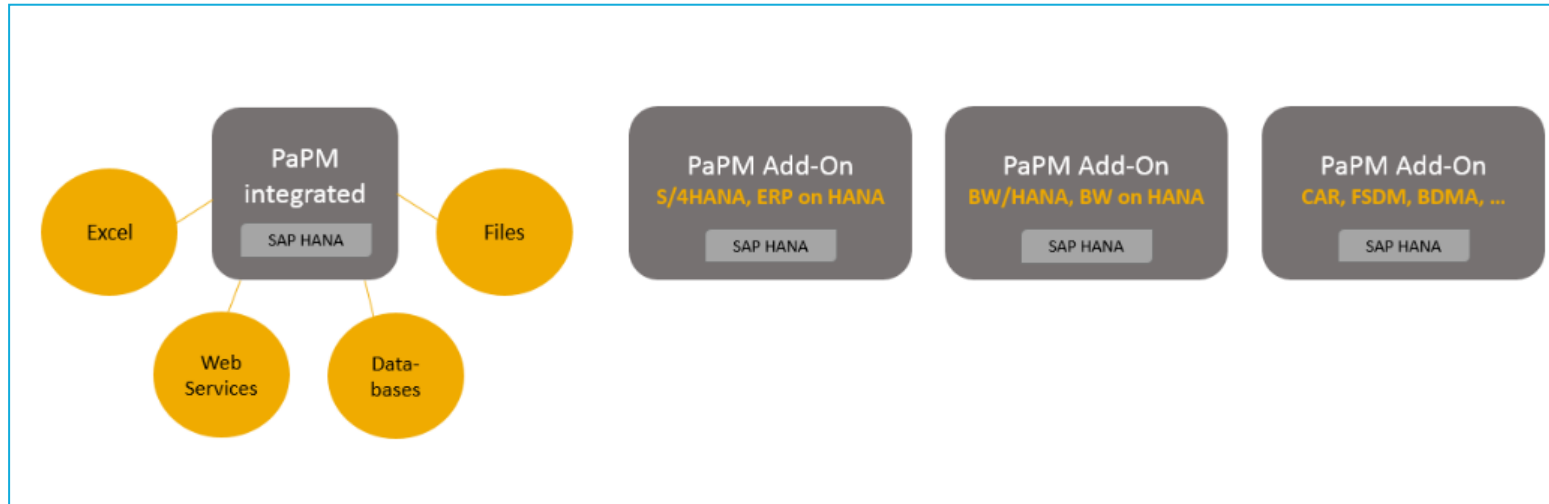


## BENEFITS

- Integration of treasury management with core business processes – a complete end to end solution
- Enhanced operational efficiency and effectiveness
- Real time cash position and liquidity forecasting
- Cloud-based infrastructure
- Automation of Treasury tasks



# COSTING AND PROFITABILITY



## PROBLEM

- Reliable and timely **Contribution Margin** reporting by products and market segments
  - Consistent product and market segment design
  - Capturing revenue and cost accurately
- Ability to assess the impact of **pricing strategy**
  - Impact on contribution margin with pricing changes, offers and scales
- Accurate **material cost estimates** to enable agile decision making
  - Has the material cost captured all the components accurately?



## OUR OFFERS

- Enable **COPA** to evaluate Market Segments for strategic decision making
- Increased accuracy through **Product Costing** for Material Cost Estimate by streamlining Logistics, Production and costing activities
- Profitability and Performance Management (PaPM)** maintains and executes complex calculations, rules and simulations. It delivers profitability and cost analysis with minimal IT involvement

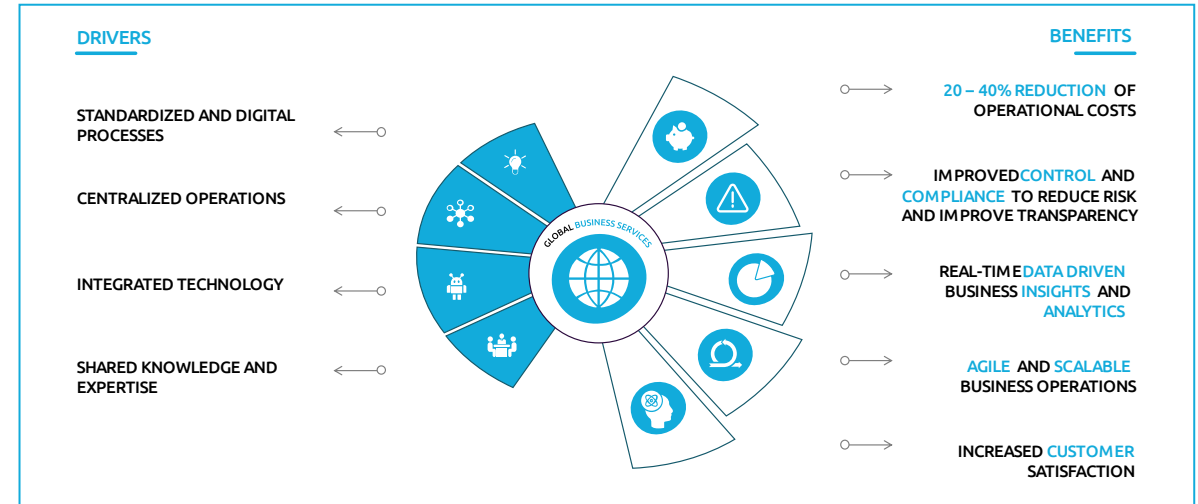


## BENEFITS

- Real insights** on where the margin and costs are
  - Ability to drive up margin
  - Address revenue leakage
- Consistent approach to allocations to ensure reliable margin comparisons
- Account-based COPA** ensures inclusion in Universal Journal and therefore tight integration to FI



# FINANCE SHARED SERVICES



## PROBLEM

- Shared Services focus is moving from transactional efficiency and business controls to supporting top line growth, improving customer experience and unlocking value through innovation.
- Shared Services organisation is typically impacted the most when companies migrate to a new ERP system.
- Successful SAP S/4 deployments, require business transformation, typically enabled by Shared Services restructuring.



## OUR OFFERS

- We can bring the following unique offers to bring about a best in class shared service
  - Digital Global Enterprise Model (**DGEM**) is a ready-to-deploy database of processes and operational best practices to fast-track digital transformation journey
  - ESOAR** provides insights on process improvement opportunities and ensures that automation is implemented to the right processes
  - Team of practitioners** and experts bring deep and battle-tested best practices and real-life experience

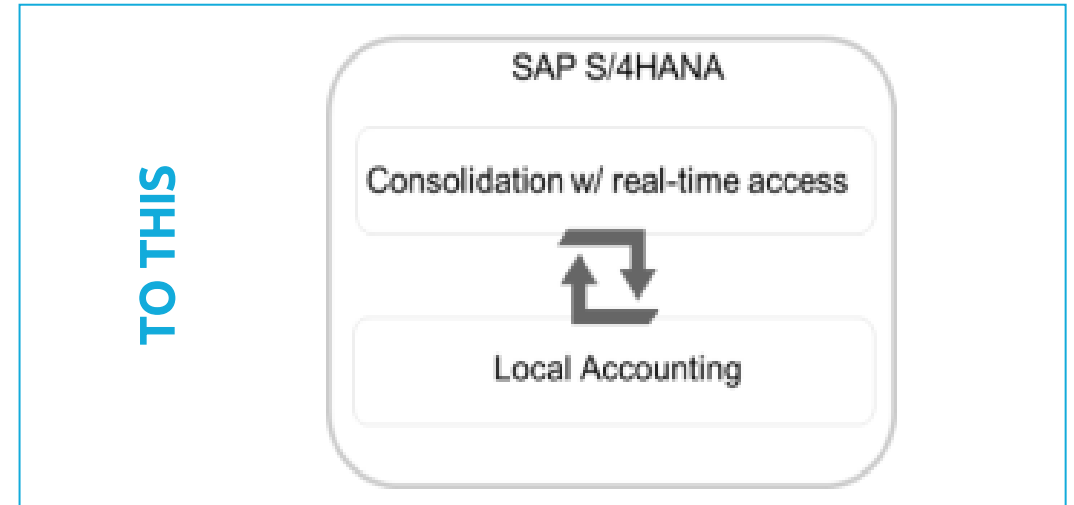
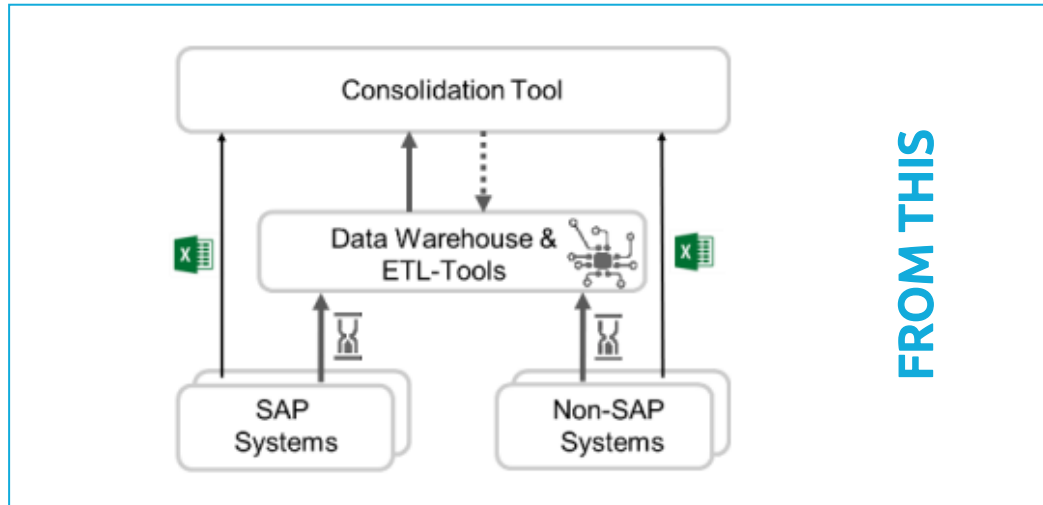


## BENEFITS

- 20 – 40% reduction of operational costs
- Improved control and compliance to reduce risk and improve transparency
- Real-time data driven business insights and analytics
- Agile and scalable business operations
- Increased customer satisfaction



# GROUP REPORTING (CONSOLIDATION)



## PROBLEM

- Traditional consolidation tools require multiple extract, transform and load steps – inefficient, time-consuming and restricted to period-end
- Limited dimensionality in the consolidation system for financial analysis with limited drilldown
- Frequent black box for items in consolidated financial statement
- Distinct technologies with separate data models and user experience



## OUR OFFERS

- Group consolidation is in the ERP – working directly on the Universal Journal ensuring accelerated processing and full drilldown to detailed entries
- Group Reporting replaces BPC for group consolidation purposes and is now the recommended SAP offer
  - It builds on the functionality BPC offered but enjoys improved integration and leverages S/4Hana data architecture

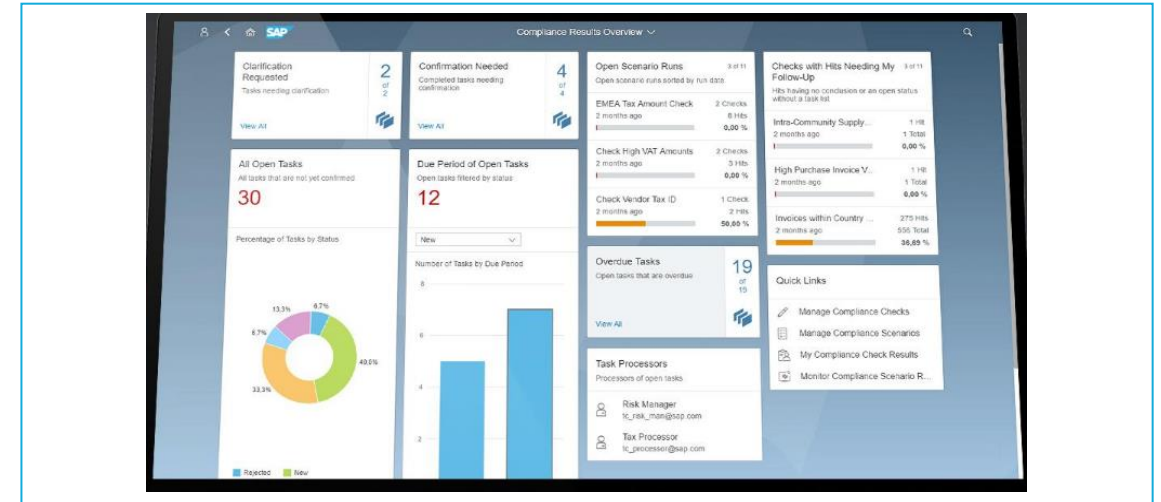
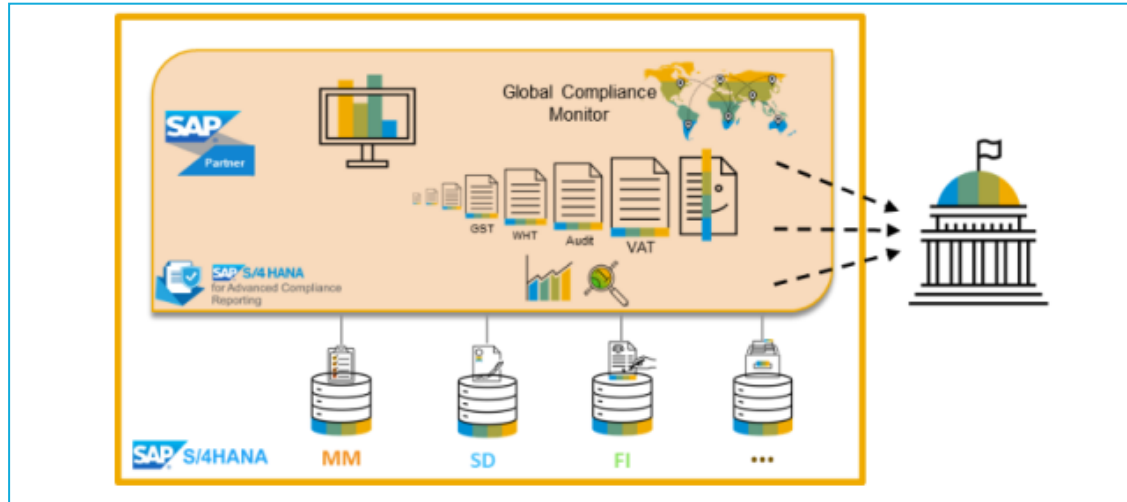


## BENEFITS

- Sophisticated financial analysis across dimensional detail of universal journal
- Consolidated financial statement fully substantiated by accounting journals
- Shared technology, data model, apps, master data, user experience



# DOCUMENT AND ADVANCED COMPLIANCE REPORTING (DACR)



## PROBLEM

- Keeping ahead of compliance requirements is a significant overhead for many enterprises. This can result in localised bespoke solutions and “off system” workarounds
- There is significant risk in noncompliance resulting in fines, penalties and reputational damage
- There is a high cost involved in developing bespoke and workaround solutions
- Lack of visibility to reporting status and cumbersome data display and review



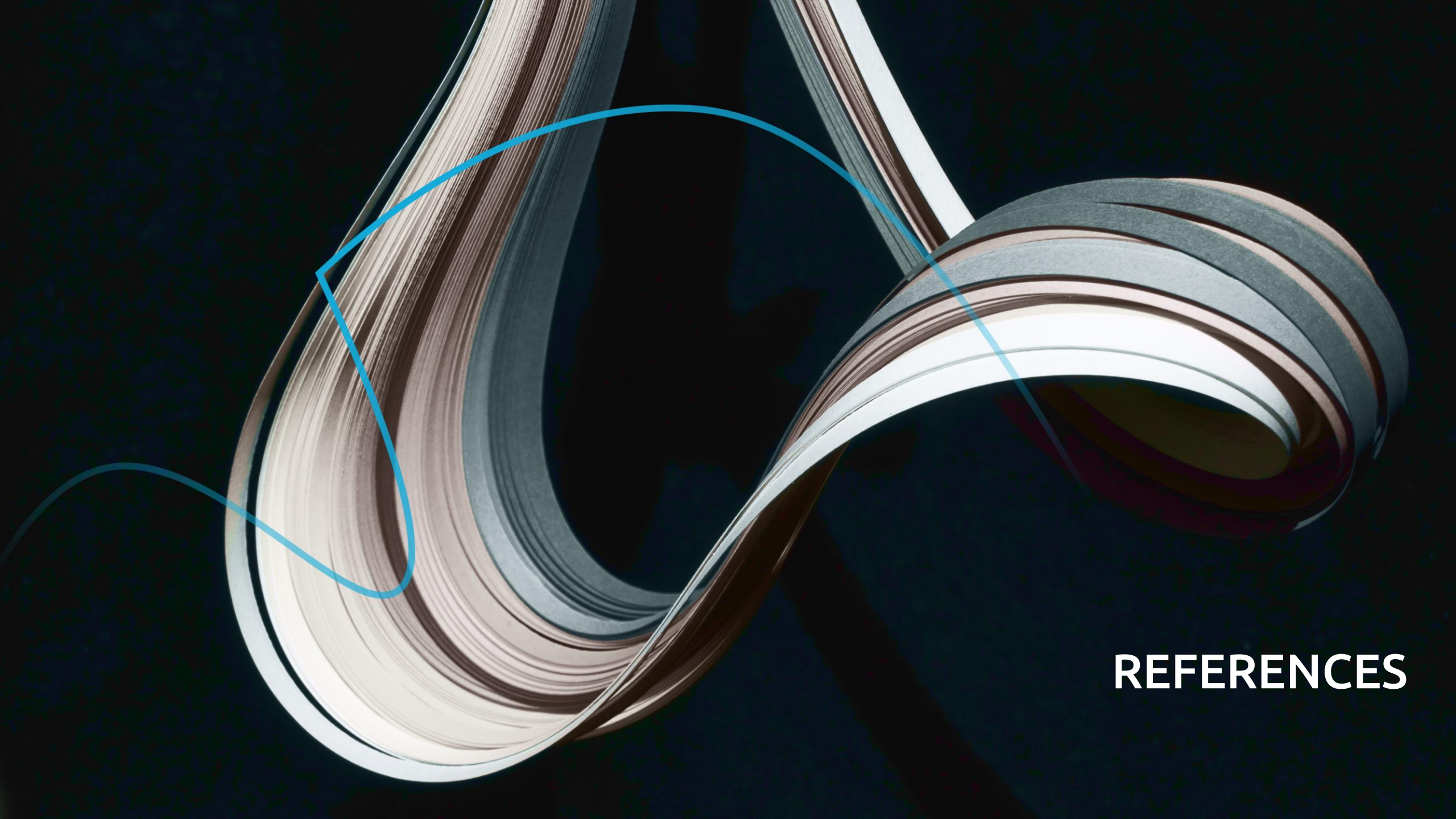
## OUR OFFERS

- Document and Advanced Compliance Reporting (DACR) is the SAP recommended solution to meet local legal reporting and submission requirements
  - Making tax digital
  - Statutory file/report submissions
- DACR is subject to routine updates from SAP ensuring that the latest legislative requirements are addressed



## BENEFITS

- Compliance requirements are met with SAP standard functionality resulting in a reduced cost of ownership
- More efficient statutory reporting process with automated creation of reporting tasks and a single-entry point
- Broader range of reports, real time, without data replication and reconciliation with better auditability
- Dashboard provides streamlined overview of due dates, reporting status, including corrections





**REFERENCES**





# SELECTED DIGITAL FINANCE OFFERINGS POWERED BY SAP REFERENCES

<b>S/4HANA FINANCE</b>  <b>INSURANCE</b>  Capgemini enabled transformation from SAP ECC to S/4HANA, for new and improved business processes and enabling compliance to IFRS requirements. There was a significant reduction in manual processes and reporting capability and insights.	<b>S/4HANA FINANCE WITH BTP</b>    We implemented S/4HANA with a clean core and with the use of SAP's Business Technology Platform (BTP) reduced ABAP code to below 100 lines. This reduced the cost of ownership. Integration was largely(99%) based on API. Operational performance was improved while delivering optimal analytics.	<b>SAP S/4 HANA</b>  <b>GLOBAL GROCERY RETAILER</b>  Capgemini successfully enabled an overall international S/4HANA transformation including finance with a focus on standardization. This encompassed several thousand stores. There was an emphasis on automation and integration simplification	<b>SAP S/4HANA CENTRAL FINANCE(CFIN)</b>  <b>MULTINATIONAL AEROSPACE</b>  Capgemini implemented an efficient Centralized Finance and Payment platform. This increased visibility across finance through simplified data design and processing.
<b>S/4HANA</b>  <b>AUTOMOTIVE</b>  Capgemini enabled an S/4HANA transformation onto a single instance following acquisitions. We delivered harmonized and automated processes, improved data quality and materially reduced the number of bespoke developments	<b>S/4HANA TREASURY</b>  <b>ENERGY</b>  We implemented an S/4HANA solution which integrated with the ERP landscape. New technology was introduced including Fiori apps and RPA which enabled the complete reshaping of processes for cash management.	<b>S/4HANA GROUP REPORTING</b>  <b>ENERGY UTILITIES</b>  Capgemini designed, developed and implemented Group Reporting to enable consolidation in S/4HANA. The solution shortened the entity close and improved system performance. There was a significant reduction of manual processing and intervention	<b>S/4HANA WITH SAC</b>    Capgemini are Farys strategic partner and have helped transform the company to a new business model. At the heart of the finance solution was advanced and predictive analytics enabled by SAP Analytics Cloud (SAC)



## About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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