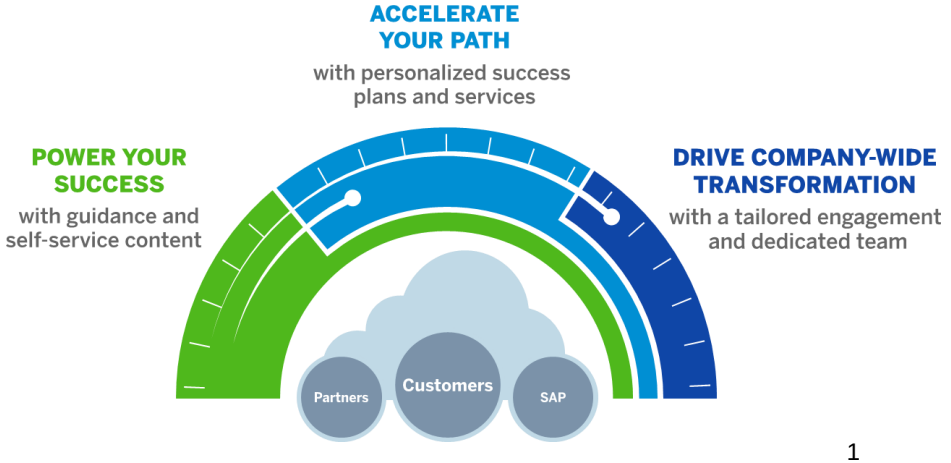
Your Finance Transformation Roadmap: Where to go from your ECC



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Today's Speakers

Andrea Pagliari

Head of Business Development

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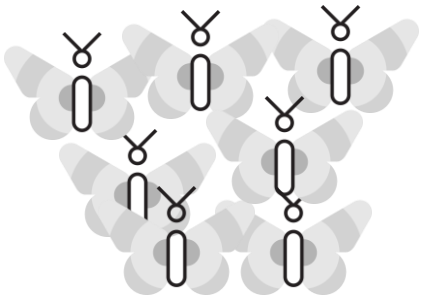

Most innovative projects

Most complex challenges

Most creative solutions

SAP Customers

SAP's Cloud Success Services

SAP Partners

Privilege

Duty

Witness and share

Real-life experiences

Difficulties

Solutions

Methods

Accelerators

Tools

Make SAP innovation available and easy to consume

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2023 Webinars – H1

Scan for the full Webinars Program

January 17th	All Roads Lead to the Cloud: **the Four Paths to SAP S/4HANA** Private Cloud Edition	**SAP S/4HANA**
January 31st	Drive Continuous Value with **SAP Preferred Success for SAP SuccessFactors**	**Human Experience Management / Cloud**
February 14th	A new way of planning for the **SAP SuccessFactors community with Extended Workforce Planning and Analysis (xP&A)**	**Human Experience Management / Business Technology Platform**
March 7th	Drive Continuous Value with **SAP Preferred Success for Spend Management**	**Procurement / Cloud**
March 14th	**SAP Customer Experience solutions**: recipes for success from day one	**Customer Experience**
March 21th	Your **Finance Transformation Roadmap**: where to go from your ECC	**SAP S/4HANA**
March 28th	Don't let data stop your journey to SAP S/4HANA: **Data Management Landscape Transformation**	**SAP S/4HANA**
April 4th	Drive Continuous Value with **SAP Preferred Success for SAP Business Technology Platform**	**Business Technology Platform**
April 11th	Would you ever **start** your **transformation** journey blind? **SAP Signavio Process Transformation Suite**	**SAP Signavio Process Intelligence**
April 18th	The Art of Closing with **SAP S/4HANA Capabilities**	**SAP S/4HANA**
May 2nd	Build differentiating capabilities with the **SAP Business Technology Platform**	**SAP Business Technology Platform**

(cont.d)

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2023 Webinars – H1 (cont.d)

Scan for the full Webinars Program

May 9th	Maximizing value in your continuous **SAP Transformations with Premium Engagements**		Premium Engagements
May 16th	Deploying **SAP S/4HANA Cloud**: Everything You Need to Know. Build the future of business with SAP S/4HANA Cloud		SAP S/4HANA
May 23rd	Simplify Your **Analytics on SAP S/4HANA** in Four Moves!		SAP Business Technology Platform
June 6th	**SAP S/4HANA** Journey: the perfect moment to **rethink** your **planning** platform with **SAP Analytics Cloud Planning**		SAP Business Technology Platform
June 13th	Quick-start **SAP Profitability and Performance Management** (PaPM)		SAP S/4HANA
June 20th	Skills of the future and workforce 4.0 **with SAP SuccessFactors**		Human Experience Management
July 4th	Adopt a Bot: **Intelligent Robotic Process Automation (iRPA)** for Your Company. iRPA in the context of SAP Process Automation		SAP Business Technology Platform
July 18th	Empowering marketers to drive customer value across all channels with **SAP Emarsys Customer Engagement**		Customer Experience

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2023 SAP Training and Adoption Webinars Q1

February 8	**Empower Your People to Make Business Vision Reality** We'll show you how to combine traditional project team training with self-paced learning that turns trainees into active participants in your most urgent innovation projects.		Registration Link
February 22	**Build Core Technical Expertise In-House** See how to gain fresh ROI from your SAP solutions using the SAP Training and Adoption portfolio		Registration Link
March 8	**Drive User Adoption with In-the-Moment Learning** Learn how to improve productivity from day one with embedded learning and simplified training content creation with SAP Enable Now		Registration Link
April 19	**Make sure your teams get the right training at the right time to ensure ROI and credibility.** See how to make sure you get the right SAP training for your move to Cloud, how to update existing EPR Certifications to create credible internal experts (S4/Cloud Certifications, stay current certifications and SAP Learning Hub options		
May 24	**Let your users create their own content for learning in the "flow of work"** Join us for a conversation with a customer and their experience with SAP Enable Now and how they are using it to continue their inflow of work training option.		

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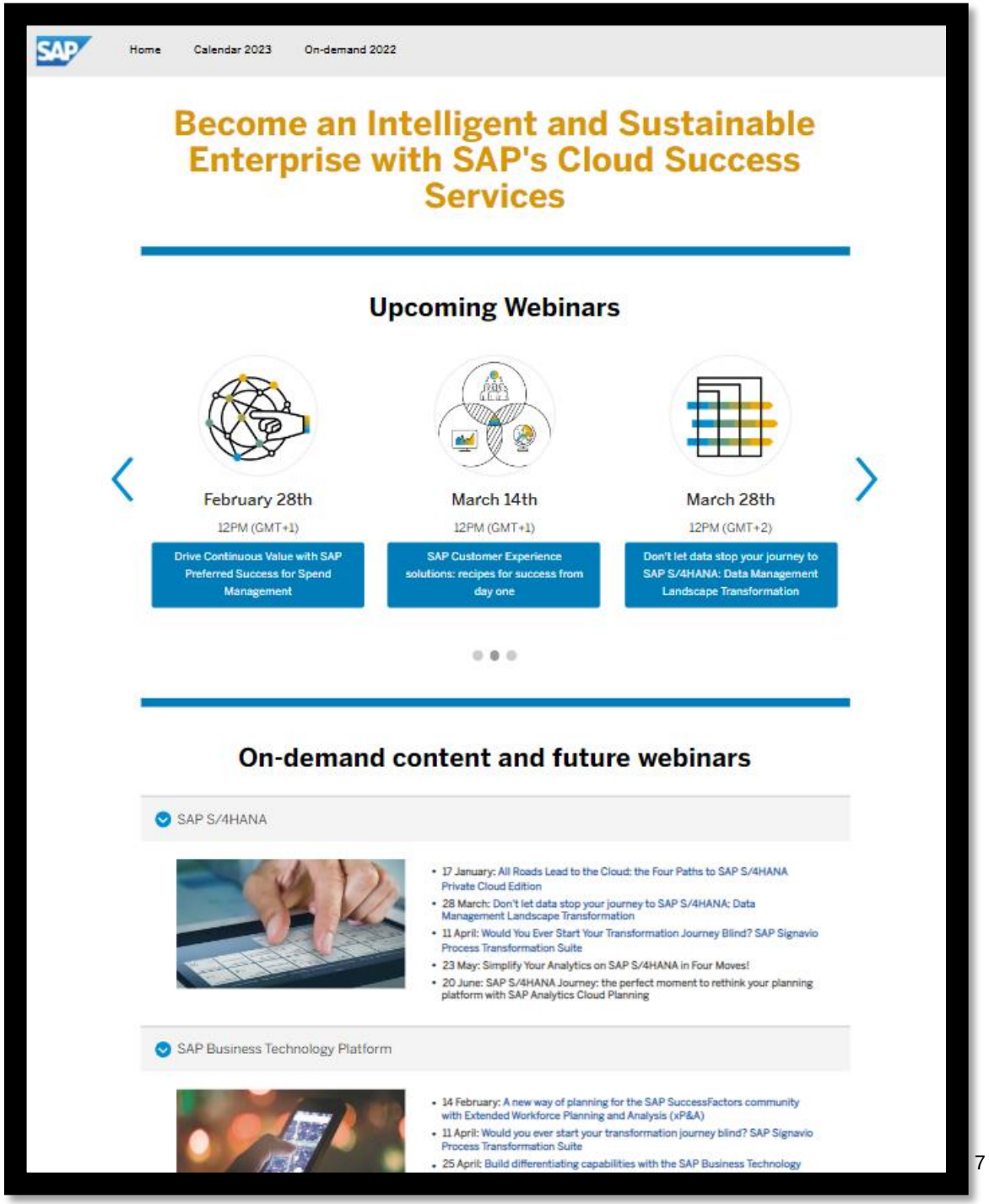
Full Calendar of Webinars 2023

Scan for the full Webinars Program

Direct Link to Full Calendar



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Your Finance Transformation Roadmap: Where to go from your ECC

Anna Fomina

Senior Business Consultant

SAP SDC

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Agenda

Transformed role of CFO and typical challenges

Transformation services

Value based approach

Future possibilities

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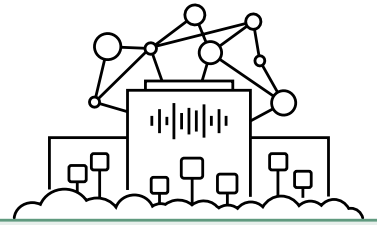
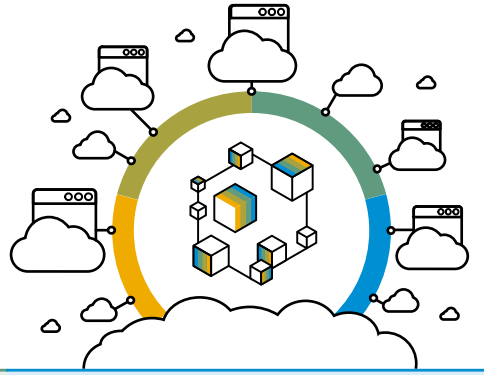
The Digital Era is evolving into The Intelligence Era…

	Mainframe & PCs 1960s–1980s	Client Server & Internet 1990s–2000s	Cloud, Mobile & Big Data 2000s–2010s	Intelligent Technologies 2010s–2020s
				
ENABLING TECHNOLOGIES	• Transistors & silicon revolution • Large scale Mainframe Computing adoption • Emergence of PC's • Plant floor automation	• Widespread PC adoption • Broadband Internet • ERP and business process technologies	• Mobile & Smartphone ubiquity • Cloud Computing • Social Networks • Big Data	• Machine Learning & Artificial Intelligence • IoT & Distributed computing • Blockchain
CUSTOMER VALUE CREATION	**Industrial Automation**	**Business Processes Automation**	**Digital Transformation**	**Intelligent Enterprise**

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What is your current environment of business processes?

Where are you now?

1. **What are the pain points (possible) of CFO and CIO?**

   CFO: Errors/inconsistency in the reporting, delays with data preparation, etc

   and/or

   CIO: High efforts for supporting of multiple Custom Developments, data base volume constraints, etc

2. **Compelling event**

   Why now?

   Examples: challenges above or expansion to other regions, market units, new product line etc, acquiring of the other company

3. **Stakeholders strategy**

   Where do you see your company in future?

   What are your benchmarks?

4. **Funding, Budgets**

   Willingness to invest the Transformation

5. **Deadlines**

   What is the most feasible vs desirable date to go-life with the developed roadmap?

6. **Current partners/integrators**

   What are the current SAP partners (integrators) you are working with?

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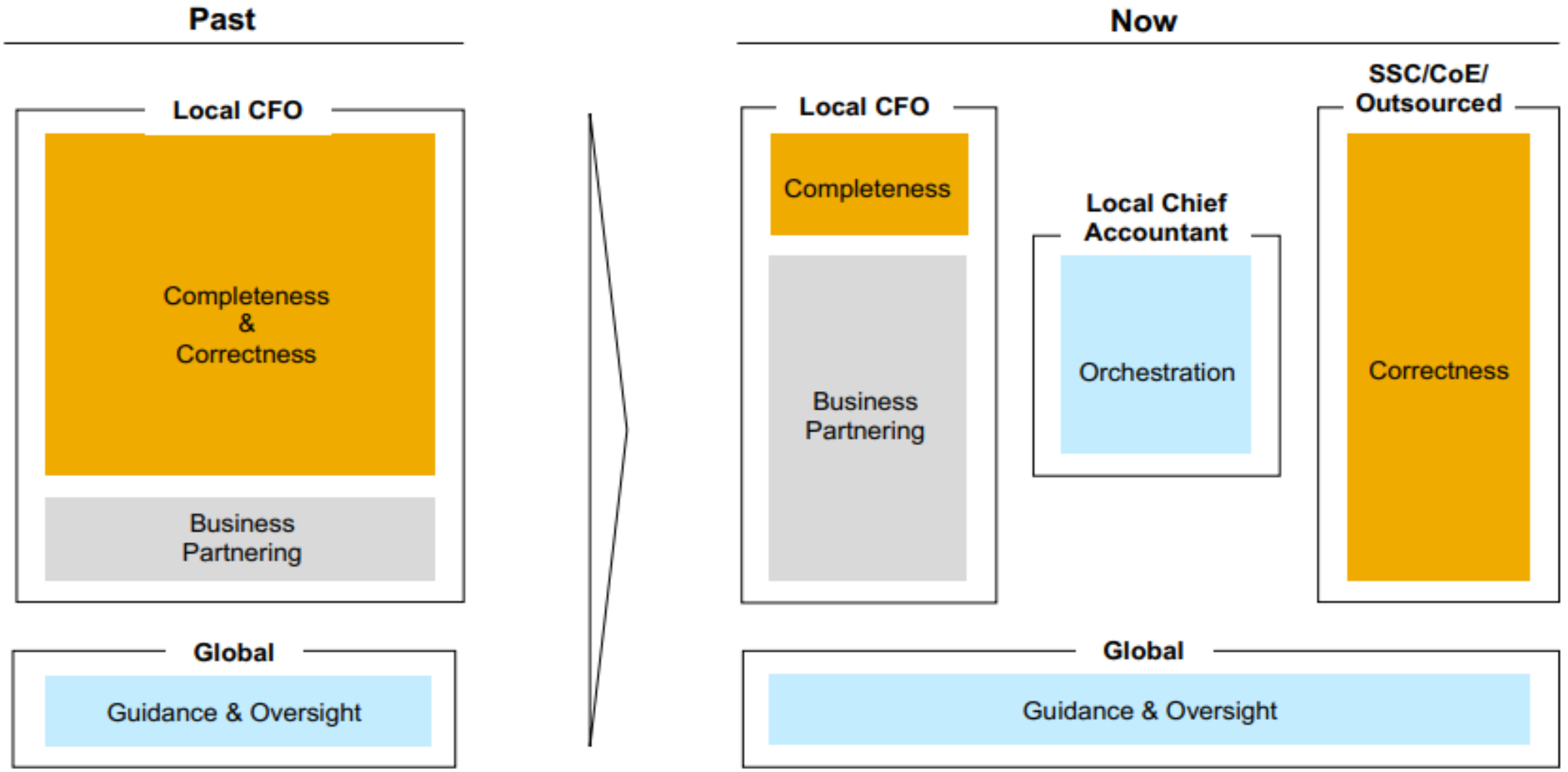
Mindset transformation

The changed role of the CFO



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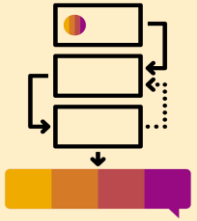
Typical Challenges - 1

Common for all industries

- Long timeline of period end closing activities (multiple system which are providing data for FI, multiple settlements)
- Multiple payments from Customers and Vendors -> high volume of payments to be reconciled



Long Timeline of Period End Closing

Financial Consolidation

- Different company units may be represented as separate Entities, multi countries presence -> high efforts for Group reporting Preparation

- No possibility to perform standard reports on the huge volume of data (stock, open items, Management reporting with different dimensions)

Performance challenges

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Typical Challenges - 2

Common for all industries

- Errors in the legal and tax reporting

Error in Legal and Tax Reporting

Un-Harmonized Data & Reporting

- Recurrent problem to data harmonization due to multiple system landscape
- Difficult to find the information needed to make actionable business decisions

- Multiple integration points with SAP and non-SAP systems (different integration approaches -> high TCO)
- Complex, siloed landscapes lead to operational inefficiencies

Distributed & Complex Landscape

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Typical Challenges – 3

Specific for Industries

- Oil & Gas

1. Different Types of Business (Upstream, Midstream, Downstream) to be represented within one company
2. Complex … Landscape (JVA, Is-C…
3. Specific tax and legal requirements (Excise duty, Hydrocarbon accounting)

Multi countries representation, taxes and different legal requirements

- Retail & Wholesale

1. Huge data volume constraints (multiple transactions multidimensions)
2. Siloed Landscape … ry solutions (IBP, CA…
3. Multiple entities and complex organizational structure, multi-countries representation, multidimension management reporting
4. Tight restrictions for system downtime

Significant data volume constraints

- Metal & Mining

1. Multiple complex calculations and distributions required in different currencies
2. Complex processes with Land & Lease management (Real estate), … (e.g.spare parts solution)
3. Siloed la… systems and Entities are distributed World wide
4. Different type of Business (Mining, Processing, Production) within one Company

High level of customization and very old system versions

- Automotive

1. High complexity of configurable products, high demand and urgency of products (time is critical) -> the highest requirements for the system sust…
2. Multiple solu… EWM, TM, IBP (for demand fore… SAP
3. Long materi… sed efforts for transition
4. Enhanced global trade functionality -> more scenarios to be implemented, re-arranged

High complexity of business model and processes

S/4HANA Transition Net: 5 Guiding Questions

1 System-Conversion

2 Landscape Transformation

3 New Implementation

Process Reengineering

What is the grade of required process transformation to the future target system?

1 Low | 2 Medium | **3 High**

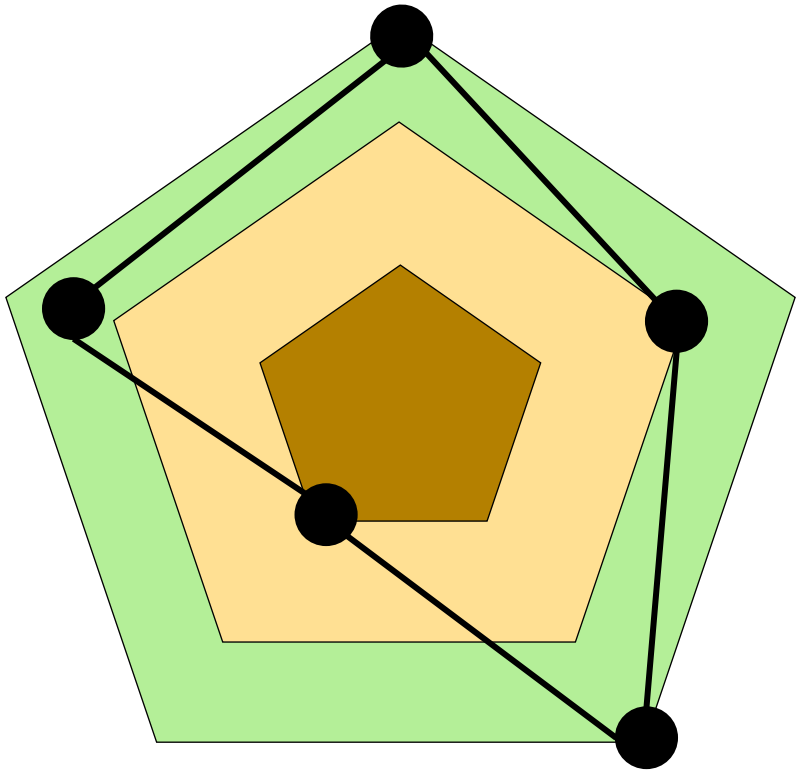
Roll Out Approach

How will your future systems be rolled-out?

1 Big-Bang

2 Mini-Bangs

3 Phased



Data Migration

How much data do you need to take over?

1 All data including history

2 Selective historical data / organizational slice / time slice

3 Snapshot Migration: Master-Data & Open Items Only

Deployment Scenario

How will your future systems be deployed?

1 On Premise (+ custom HEC)

2 Hybrid (On Premise + Cloud)

3 Cloud

Source System-Target System Ratio

Ratio of your current As-Is systems (ERP, legacy) and To-Be systems (SAP S/4HANA)

1 1:1

2 1:N (Split), N:1 (Consolidation)

3 N:M (Split / Consolidation)

- The most common answers

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Transition to SAP S/4HANA

Different approaches to move to SAP S/4HANA

Type	Approach	Available for	Purpose
Reusing by in-place conversion	**System conversion** (Tool: Software Update Manager)	SAP ERP system → SAP S/4HANA	**Bringing your business processes to the new platform** ▪ A complete technical in-place conversion of an existing ERP software system in SAP Business Suite to SAP S/4HANA ▪ Adoption of new innovations at your speed
Reengineering with data migration Standardized	**New implementation** (Tool: SAP S/4HANA migration cockpit)	SAP ERP or third-party system(s) → SAP S/4HANA, SAP S/4HANA Cloud	**New implementation/reimplementation** ▪ Reengineering and process simplification based on latest innovations ▪ Implementing innovative business processes with preconfigured content on a new platform ▪ Performing initial data load ▪ Retiring old landscape
Customer tailored	**Selective Data Transition** (Customer-tailored service/consulting offering)	SAP ERP or third-party system(s) → SAP S/4HANA	**Value-driven data migration to the new platform** ▪ You need more than master data and open items, such as transactional data, complete or selected by a time slice ▪ Migrate a selection of data (such as by organizational units), or migrate data from more than one system, or migrate application-related data into an SAP S/4HANA–based solution landscape

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SAP Community blog: How to find my path to SAP S/4HANA

Transition to SAP S/4HANA: Various Services Approach

How to start and manage Finance transformation using SAP services

We already know:

- ✓ Your industry and main challenges and requirements
- ✓ Your business strategy and the main drivers for the transformation
- ✓ Preliminary understanding of possible way of transformation

We do we offer (next steps):

- ✓ Perform Detail Assessments and identify your main values
- ✓ Develop your transformation roadmap best fitted for your company
- ✓ Perform your transformation project and continue to improve your KPI’s with new unlocked options

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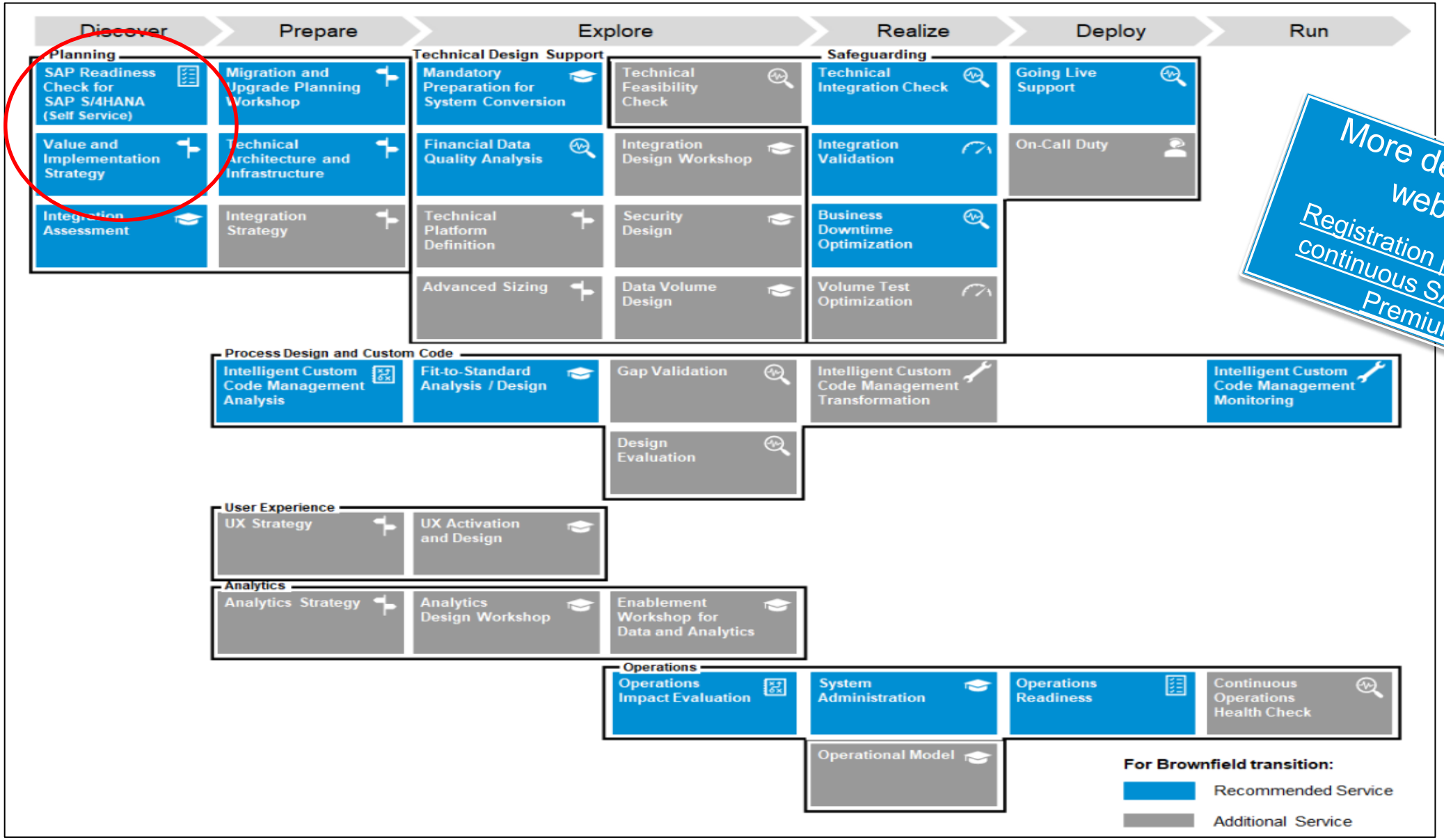
Transition to SAP S/4HANA: Single Services Approach

How to start and manage Finance transformation using SAP services

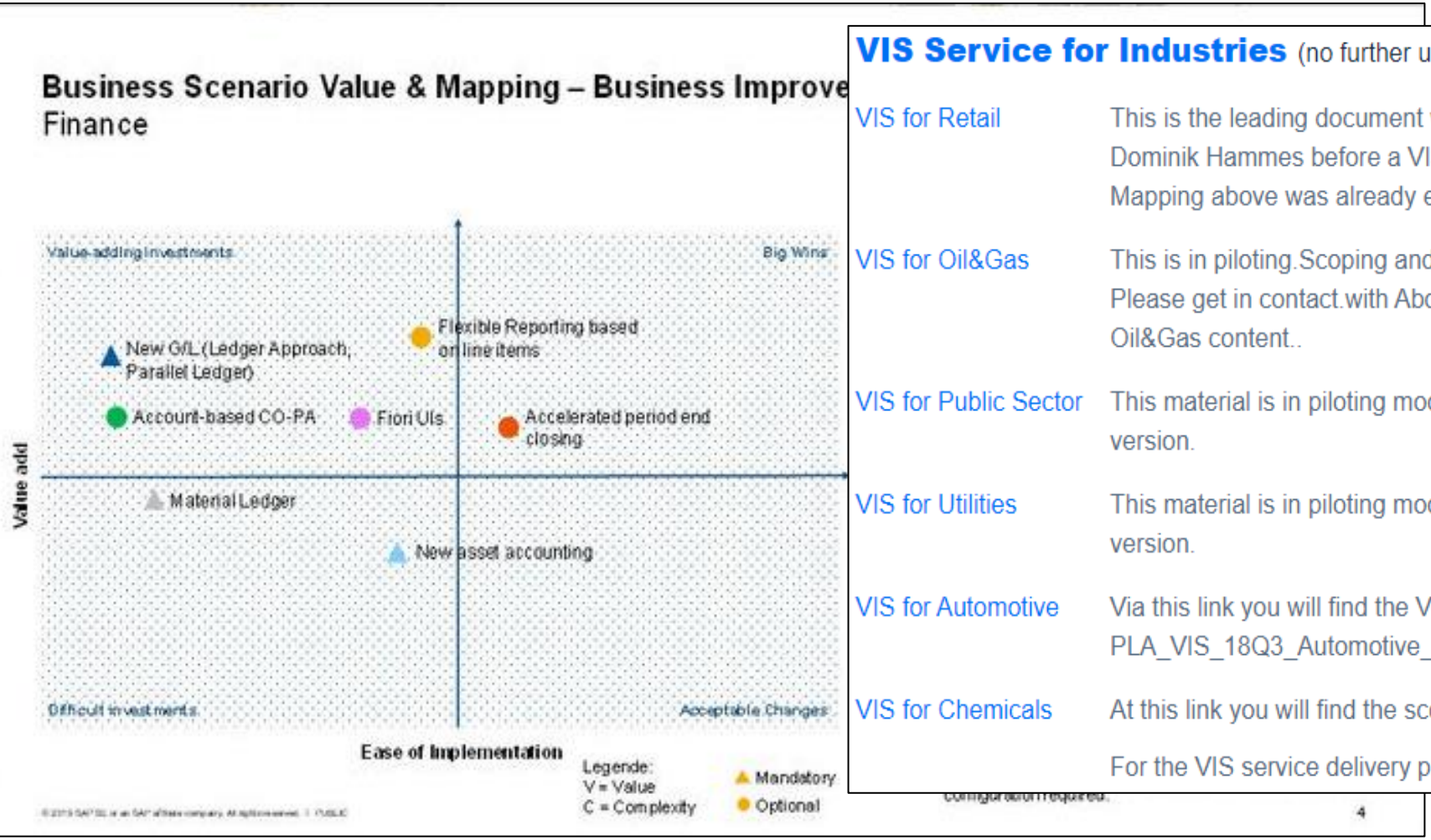


More detail info on upcoming webinar 09.05.2023
Registration | Maximizing value in your continuous SAP Transformations with Premium Engagements

Premium Engagement Services

How to start and manage Finance transformation using SAP services

Value & Implementation Strategy (VIS)



VIS Service for Industries (no further updates planned)

VIS for Retail	This is the leading document with content of a VIS for Retail. Please get in contact with Dominik Hammes before a VIS gets delivered to a retailer. The Simplification List Mapping above was already enriched for Retail.
VIS for Oil&Gas	This is in piloting.Scoping and presentation slides are available in a draft version. Please get in contact.with Abdul Rajbhoy or Adnan Abdul Sattar if a customer needs Oil&Gas content..
VIS for Public Sector	This material is in piloting mode. Scoping and presentations are available in a draft version.
VIS for Utilities	This material is in piloting mode. Scoping and presentations are available in a draft version.
VIS for Automotive	Via this link you will find the VIS material for Automotive. In the file PLA_VIS_18Q3_Automotive_Overview.pptx you will find the scoping slide.
VIS for Chemicals	At this link you will find the scoping slides for a VIS service for Chemicals. For the VIS service delivery please use the Oil&Gas VIS material.

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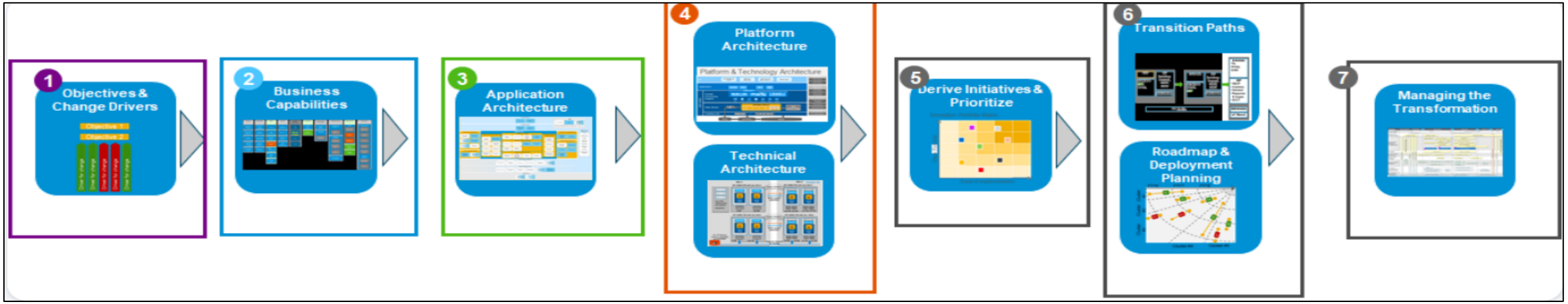
Premium Engagement Services

How to start and manage Finance transformation using SAP services

ISR (Innovation Strategy and Roadmap) Service



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SAP S/4HANA – Transformation Study Packages*

*for customer specific tailored studies a discussion with our Business Transformation Services Team can be planned

Preparation	Functional Design	IT Architecture	Roadmap Design	Finalization
2 – 4 weeks	2 – 6 weeks		1 – 3 weeks	1 – 2 weeks

Package	Approach	Deliverables	
	Outside-in transformation study Based on Readiness Check, Business Scenario Recommendation and Spotlight on current ECC	▪ High Level Target architecture ▪ Transition Approach (brown, green, mixed, deployment) ▪ High Level Roadmap ▪ High Level Milestone Plan	6 – 8 weeks
	Architecture and technology driven study IT driven workshops for all ECC process areas	▪ Detailed Target Architecture ▪ Transition Approach (brown, green, mixed, deployment) ▪ Detailed Roadmap ▪ High Level Milestone Plan ▪ High Level Effort Estimation	10 – 12 weeks
	Business process driven study IT and business driven workshops for all ECC process areas	▪ High Level Business Value Tree ▪ Detailed Target Architecture ▪ Transition Approach (brown, green, mixed, deployment) ▪ Detailed Roadmap ▪ High Level Milestone Plan ▪ High Level Effort Estimation	11 – 15 weeks

Options	plus 6 – 8 weeks	plus 2 – 4 weeks	plus 2 – 4 weeks
	Capability driven transformation study - Business capability map - Mapping of SAP capabilities to business - capabilities - Capability roadmap	**Innovation driven transformation study** - Business innovation and capabilities - Mapping of SAP capabilities to business innovations - Innovation roadmap	**Business case and ROI evaluation** - Benefit case for business and IT - Benefit commitment plan - Return of investment estimation
	+6 to +8 weeks	+2 to +6 weeks	+2 to +4 weeks

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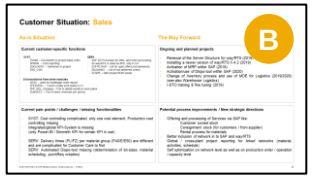
Transition to SAP S/4HANA: SAP Transformation Study Approach

Preparation

- **Scoping** and information gathering with **One Pagers**
- ERP **Readiness Check**



2 – 4 weeks

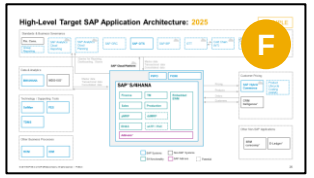
Functional Workshops

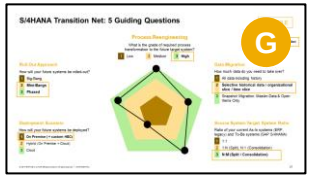
- Elaboration of the **Business Architecture**

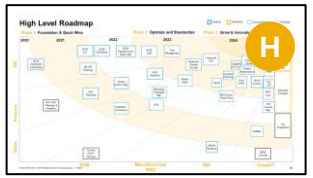
2 – 6 weeks

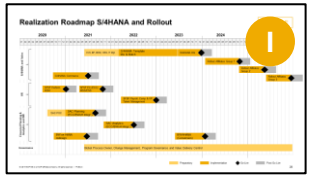
IT & Roadmap Workshops

- Elaboration of the **Target IT Architecture** and **Roadmap and Project Plan**





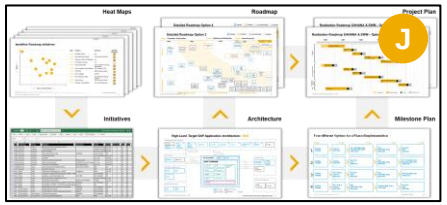




1 – 3 weeks

Finalization

- Consolidation of the **Deliverables** and **Final Presentation**



1 – 2 weeks

Total: 6 – 15 weeks*

* Total duration depending on scope and required level on detail

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Value Map

Finance KPI by areas and industries benchmarks

Main Finance KPI mapped to SAP Solutions

KPI				Shareholder added value											
				Increase	Assets efficency improvements	Manage expectations									
				FTE of Finance functions	Stock performance increase	Business planning	Program perfromance	Manage business performance	Weight	Changeable indicators becnhmark	Benchmark Oil&Gaz	Benchmark Retail	Benchmark CPG	Benchmark Chemicals	Benchmark Utilities
Area	Activity	Tasks and challenges	SAP Solutions	Increase of operational performance, standarts of reporting	Stock and raw material usage optimization	Opportunity of using scenarios based risk-oriented planning	Increase efficiency of program/project management	Increase the accuracy of KPI analyses							
Business Planning	Data capture and storage (Single source of truth)	Planning and forecasting processes usually require signinficant efforts to make a manual budget adress asignments and changes of planning versions.	S4H - The interaction on the all stages of planning and the support of approval process allows to manage the processes of planning and forecasting. The planning app which supports several planning versions with the possibility to enter and copy the data between these versions and	2	2	2			11	Reduce costs of planning (% revenue)	N/A	N/A	Top 25%: ; Average: 0.07; Bottom 25%: 0.128	Top 25%: 0.014; Average: 0.033; Bottom 25%: 0.046	Top 25%: 0.035; Average: 0.097; Bottom 25%: 0.172
Business Planning	Data capture and storage (Single source of truth)	Time and information Gap between finance and natural planning.	S4H - Planned and actual data are stored in a sigle source of truth which allow to plan and group data using different sets of parameters and desirable level of accuracy and also to provide automatated finance bufgets recalculation based on changes on natural indicators (for ex., production program).	1	2	2	1	2	7	Increase finance planning accuracy (in %)	Top 25%: 90; Average: 86.4; Bottom 25%: 80	Top 25%: 95; Average: 90; Bottom 25%: 85	Top 25%: 95; Average: 89.3; Bottom 25%: 80	Top 25%: 96; Average: 92.1; Bottom 25%: 87	Top 25%: 97; Average: 85.6; Bottom 25%: 70
				3	4	4	1	2	18						

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SAP Innovations Enabling Value for Finance

Solution Portfolio from SAP for Comprehensive Processes

SAP solutions support business processes across industries. Outlined below is the portfolio of finance solutions for comprehensive process coverage.

Plan to Optimize Financials

(Effectively utilize financial resources to increase profitability)

Plan and Predict
- SAP S/4HANA – predictive accounting, universal journal
- SAP Analytics Cloud for planning

Management Accounting
- SAP S/4HANA – management accounting
- SAP Profitability and Performance Management

Mange profitability
- SAP S/4HANA – margin analysis
- Intercompany matching and reconciliation

Report and Steer
- SAP Analytics Cloud for planning
- SAP Profitability and Performance Management
- SAP Business Planning and Consolidation

Record to Report

(Manage faster, continuous, and compliant financial close)

Record
- SAP S/4HANA for central finance
- SAP Account Reconciliation and Automation by Black Line, premier edition

Financial Accounting
- SAP Account Substantiation and Automation by BlackLine
- SAP S/4HANA for goods and invoice receipt reconciliation
- SAP S/4HANA for accounting integration (FBS)

Financial Close
- SAP S/4HANA Cloud for advanced financial closing
- SAP S/4HANA Finance for group reporting
- SAP Intercompany Financial Hub by Blackline
- SAP Financial Closing cockpit

Financial Reporting
- SAP Revenue Accounting and Reporting (IFRS 15)
- SAP Contract and Lease Management (IFRS16)
- SAP solutions for advanced compliance reporting
- SAP Disclosure Management

Finance Operations

(Automate receivables and payables in an efficient way)

Invoice Management ar
Accounts Payable
SAP Invoice Management by OpenText and Accounts Payable service

Receivables Manageme
SAP Cash Application
SAP Collections and Dispute Management
Solutions for working capital management
Business network integration

Customer Invoice Management
SAP S/4HANA Cloud for customer payments
SAP digital payments add-on
SAP Credit Management
SAP S/4HANA Cloud for credit integration

Other Solutions
SAP Billing and Revenue Innovation Management – SAP Cash Application
SAP S/4HANA for real estate operations
SAP Shared Services Framework for use with financials

Manage Treasury

(Achieve greater insights and control for managing cash, liquidity, and risk)

Payments and Cash Management
- SAP S/4HANA for cash management
- SAP Bank Communication Management

management
- SAP Analytics Cloud for use in liquidity planning

Financial Risk
- SAP S/4HANA Finance for treasury and risk management.
- IFRS 9, impairment accounting extension for expected losses | IFRS 9, hedge mgmt.
- trading platform integration
- SAP Market Rates Management

Control and Compliance
- SAP S/4HANA for treasury and risk management
- IFRS 9, impairment accounting extension for expected losses
- IFRS 9, hedge mgmt.
- SAP Analytics Cloud for use in executive treasury reporting

Manage Risk and Compliance

Enable intelligent risk and compliance across end-to-end processes)

Three Lines of Defense
- SAP Risk Management
- SAP Process Control
- SAP Audit Management
- SAP Business Integrity Screening
- SAP Financial Compliance Management
- SAP Regulation Management by Greenlight, cyber governance edition

Access Governance
- SAP Access Control
- SAP Cloud Identity Access Governance
- SAP Identity Management
- SAP Access Violation Management by Greenlight
- SAP Dynamic Authorization Management by NextLabs

Cybersecurity and Data
- SAP Enterprise Threat Detection
  SAP Data Custodian
- UI masking and logging
- SAP Privacy Governance
- SAP Privacy Management by BigID

International Trade
- SAP Global Trade Services
- SAP Watch List Screening

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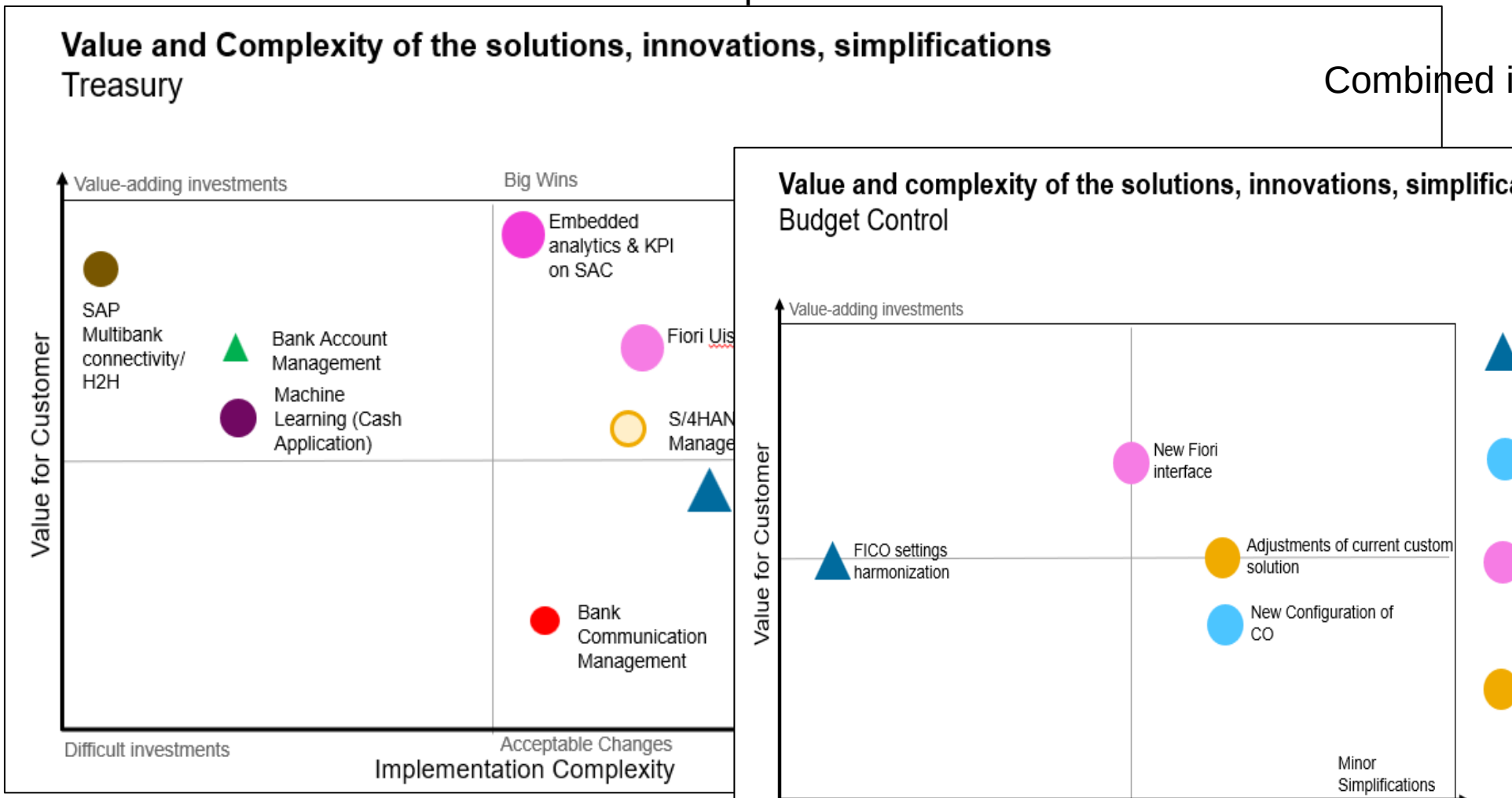
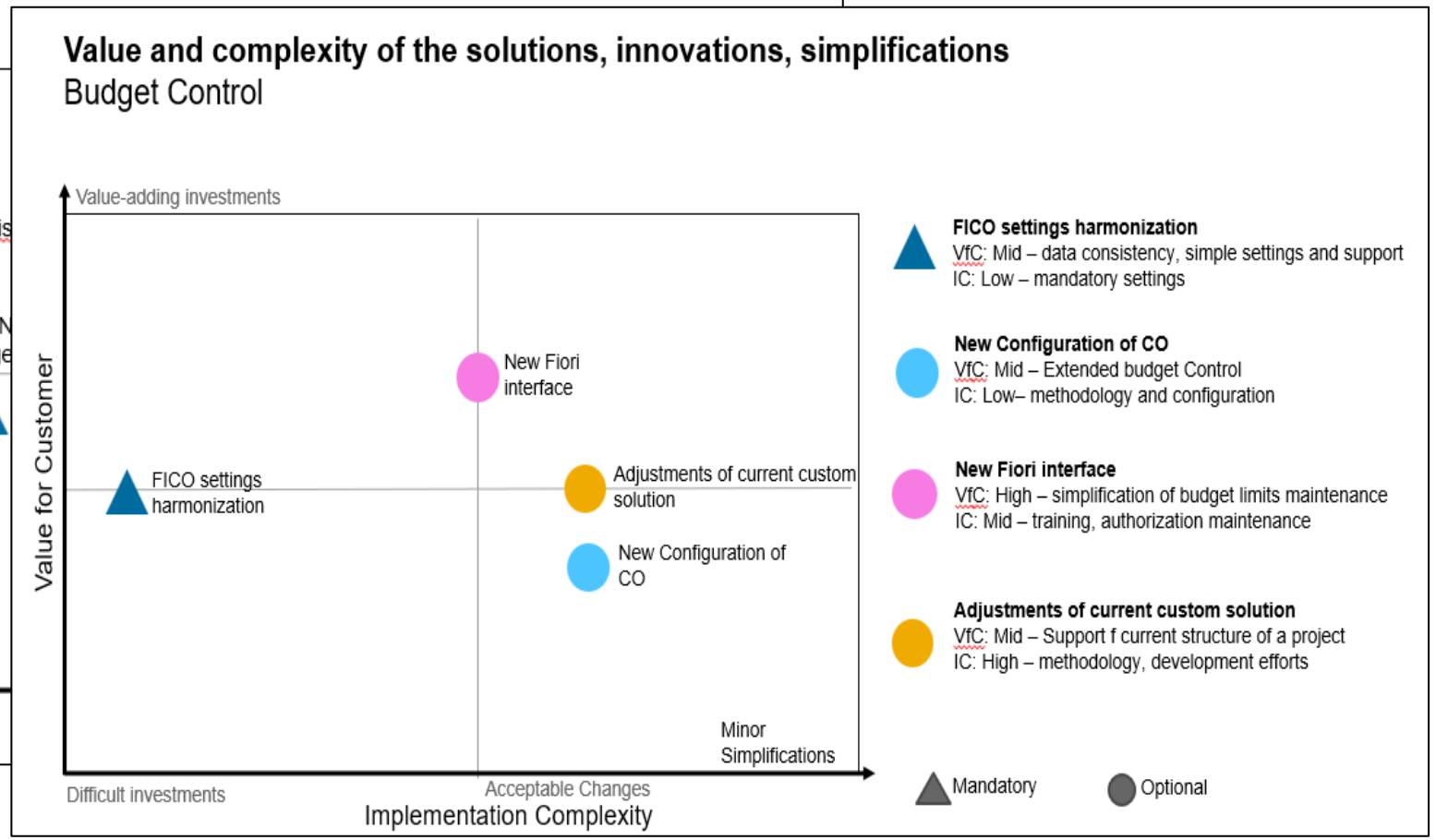
Value Map

Individual for Customer

Specific for the area

Combined in a one report





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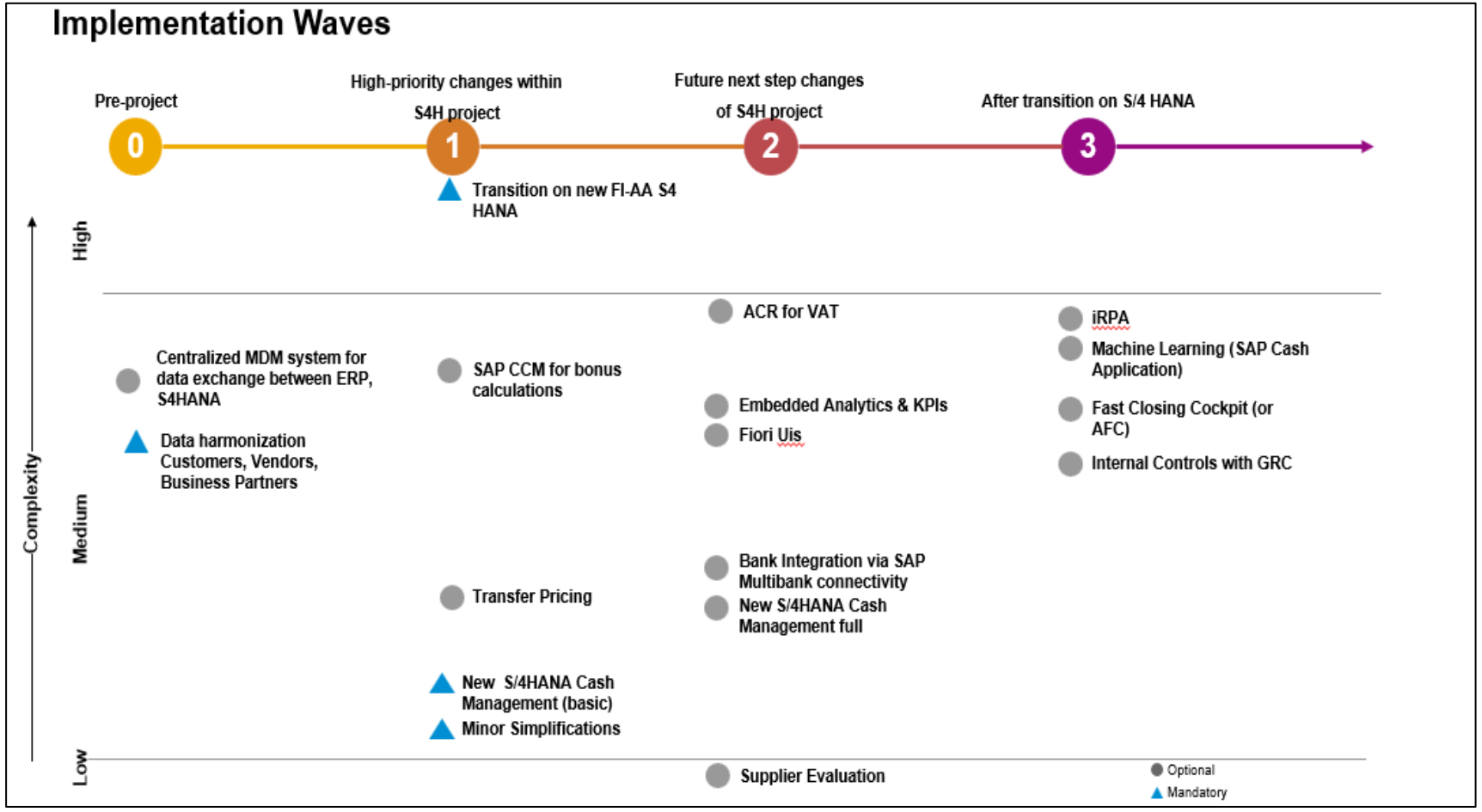
Agile and Value based approach

Prioritization of mandatory and optional functions



Waves approach for S4H transition:

- Prioritization **of mandatory and optional changes**, show stoppers
- Entity by Entity go-life approach recommended by SAP
- The values and results on S4H transition are available ASAP

After transition opportunities:

- Implement remained optional functionalities
- Improve Finance KPI values
- Direction to move to the Intelligent Enterprise (new apps, process optimization etc.)

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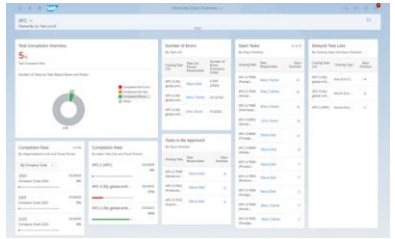
Accelerated deployment services

LoB Finance

"Art of closing with S4H Capabilities" 18/04/23

Accruals EBIT ICMR iRPA FCC AFC EBRR

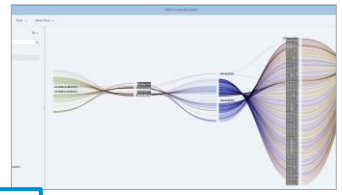


Art of closing

With the accelerated deployment service for predictive financial closing, customers can speed up financial close processes, increase accuracy and automation level of period close activities and enrich their management financial reports with predictive data. The service provides fast time to value, with a standardized, proven approach.
Flexible approach with selective options from Fast close to Predictive close

KPI Dashboard for CFO

With the accelerated deployment and advisory service for KPI dashboard, customers can measure progress for a clear understanding of current company effectiveness, analyze trends and stay on track via fast finding and solving problems, monitor company health.
Flexible approach from sample content to extended via VLM content



Detailed cost of products and services

Quick-start for SAP Profitability and Performance Management service **of production, activities or services of its own production in the context of primary co** **nt analytics. Which helps to make expansion of controlling opportunities: to make b** **he decision makers are within the customers CFO area) and calculate also plan and** **ctivities or services in the context with detailed granularity.**
Flexible approach from sample content to extended with Industry spec

"Quick-start SAP Profitability and Performance Management (PaPM)" 13/06/23

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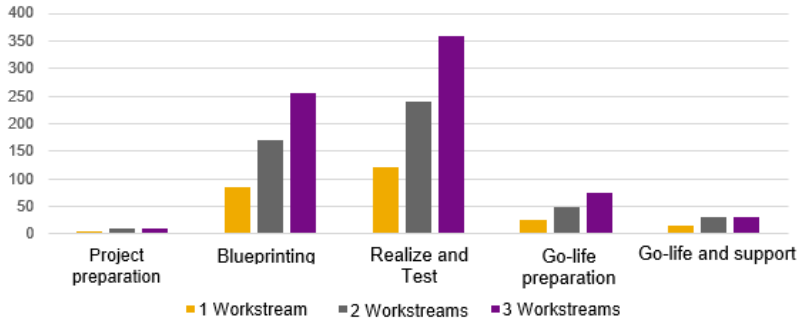
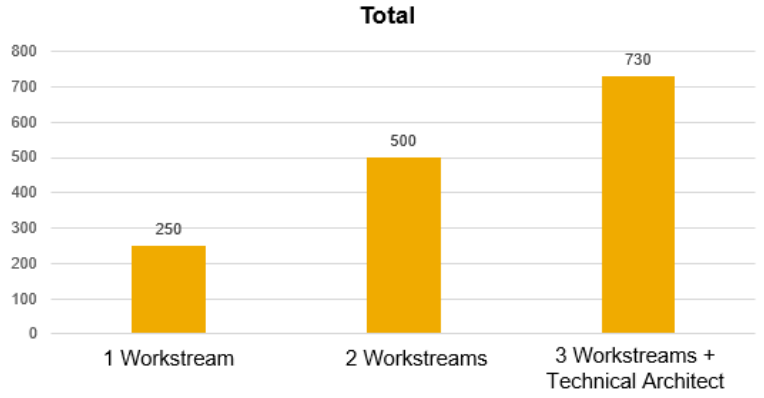
Alternative ways of S4H transformation projects

Quality assurance starting from Blueprint

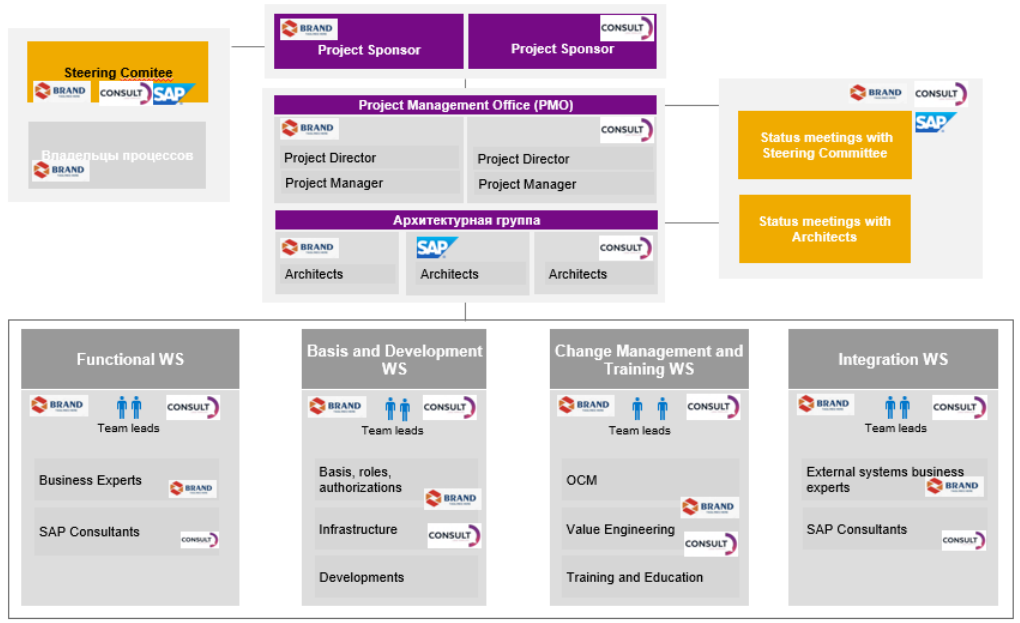
SAP basic offer for Service “QA starting from Blueprint”





	One Workstream	2 Workstreams	3 Workstreams
Project Preparation	5	9	9
Blueprinting	85	170	255
Realization and Testing	120	240	360
Go-life preparation	25	50	75
Go-life and support	15	31	31
TOTAL	250	500	730

Typical project structure within Architectural Control Service



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Key takeaways

1. Finance area is one of the most crucial areas, CFO role is changed
2. Digitalization is the most powerful approach providing companies with the competitive advantages
3. “Finance first” is one of the most popular and working strategies for the roadmap transformation
4. SAP offers to unlock new digital opportunities to become the winner in your industry:
   - ✓ Analyze where are you now and the maturity of your company’s Business Process
   - ✓ Define your strategy and the main drivers for the transformation
   - ✓ Perform Assessment and value identification services provided
   - ✓ Develop your transformation roadmap best fitted for your company
   - ✓ Perform the transition and continue to improve your KPI’s with new available options

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