

White Paper SAP S/4HANA

ROLLOUT OF SAP S/4HANA STRATEGIES - IMPLEMENTATION - EXPERIENCES

BEST OF BOTH

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Best of both

msg Plaut is a corporate group of independent companies in Austria and CEE. As a Vienna-based international service provider we combine business management and strategic consulting with intelligent, sustainable industry-specific IT solutions. We specialize in digital ecosystems and support customers in Austria and CEE countries with a broad range of services and extensive SAP and Microsoft technology expertise. Customers, partners and employees are the focus of our corporate strategy, which has been developed with empathy and sensitivity and is based on the diverse talents of our powerful group of companies. This consistent approach allows us to grow continuously and is the basis of our excellent reputation as an accomplished, innovative industry specialist.

We are part of the msg Group and are represented by over 10,000 experts in 30 countries. But we are owner-managed and therefore enjoy freedom and flexibility that other international or listed companies do not have. This „Best of Both“, as we call it, is highly appreciated by our customers and employees. It is reflected in our projects and our culture. Our „Best of Both“ approach also applies to SAP and Microsoft technologies. As a long-standing SAP Gold Partnership and one of the leading SAP Solution Extension partners in the world we have decades of experience in the implementation of innovative solutions such as our so-called “Digital Clip” which acts as an effective bridge-builder between SAP and Microsoft..

More information on www.msg-plaut.com

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FOREWORDS



More than 400,000 companies globally rely on SAP solutions, and more than 77 % of all transactional revenues run on SAP systems. The trust we have experienced from our customers over the last 40 years strengthens us in our efforts to continuously adapt our products to the new technologies and market requirements of our customers. Our goal is to build an „Intelligent Enterprise“. Machine learning and blockchain technologies are incorporated into our solutions, as is the ability to source standard processes and innovations from the cloud as rapidly deployable solutions. In this way, SAP enables its customers to secure competitive advantages in a global and digitized business world. You can find out how to implement SAP S/4HANA efficiently and successfully in a cross-national rollout in this whitepaper, which our partner msg Plaut has compiled based on experience from numerous projects. I hope you enjoy reading this whitepaper and remain with best regards

*Christoph Kränkl
Regional Head of Global Strategic Service Partner in
Middle and Eastern Europe*



With S/4HANA, SAP has introduced a new generation of this solution, which is designed to meet the requirements that have changed in particular as a result of digitalization and often disruptive innovation. S/4HANA offers companies operating in several countries in particular the optimization and cross-border design of business processes. In doing so, it is important to support both the requirements of the corporate headquarters and the specific strengths of the national subsidiaries. The mapping of all core processes in a corporate template and the country rollout with consideration of the legal requirements require a high degree of experience and knowledge of the local specifics. Above all, the organization and management of these rollouts is crucial. Standards should be implemented in the best possible way so that, in the end, a uniform and coordinated system delivers the expected benefits. This opportunity can only be seized if, on the basis of clear specifications and a focus on the highest possible degree of uniformity, it is possible to implement the benefits of S/4HANA close to the standard. msg Plaut has decades of experience in rollouts of SAP systems and is able to quickly achieve its goal with a central project team and local consulting teams working in parallel. This whitepaper gives you concrete recommendations and suggestions for the organization and implementation of worldwide SAP S/4HANA rollouts.

*Georg Krause
Board msg Plaut AG*

INTRODUCTION

With SAP S/4HANA, SAP has launched a new-generation ERP suite. It was developed specifically for in-memory computing: Intuitive operation, the automation of numerous processes and the orientation to the respective tasks of the user are among the strengths of the solution.

Once the decision has been made to convert to S/4HANA, the question arises in international companies as to the steps in which the solution should be rolled out to the national companies. The company-wide use of S/4HANA helps to harmonize corporate processes, establish uniform standards for planning and reporting, and increase efficiency.

In addition to the benefits of standardization and up-to-dateness of data, security is also increased. This has great significance for compliance in the company: Excel transfers, which are still part of everyday life in many organizations, increase the risk of incorrect data and lead to intransparency and uncertainty in

the assessment of the company's situation.

In logistics, transparency increases the ability to manage materials across countries and, through inventory optimization, increase availability to customers and reduce capital costs.

However, these positive aspects are offset by a significant effort for harmonization and the conceptual design of the rollout. Minimizing this effort and increasing security and predictability is the task of well-planned rollout management. Key questions need to be answered in this context:

- How do we design a template that meets the greatest possible common denominator?
- How do we recognize which adaptations are actually absolutely necessary in a country organization?
- How do we find the balance between the information and standardization needs of a corporate headquarters and the „degrees of freedom“ of country organizations to serve the specific market peculiarities?
- How does effective project management work?

This white paper provides concrete ideas and contributions on how to successfully implement rollouts.

STRATEGIES

In principle, a rollout of SAP S/4HANA can be carried out using different approaches: either „step-by-step“ or „in-one-step“, i.e. simultaneously for all countries or groups of countries in each case.

The following advantages and disadvantages should be considered:

STEP-BY-STEP

- + Savings of resources
- + Optimization through experience

- Long lead time
- Different solutions and release statuses over a long period of time
- Danger of changing the template heavily in each case
- Lack of clarity as to whether requirements are needed more than once

IN-ONE-STEP

- + Central control team & parallel local teams
- + Shorter lead time
- + Identify identical requirements
- + Uniform release status
- + Stable template core
- + Reduced effort and cost

- High resource load

STEP-BY-STEP

With the „step-by-step“ model, the rollout is carried out country by country. This usually involves prioritization. For example, a start is often made with smaller countries with simpler legal requirements in order to gain experience and quickly demonstrate initial successes and benefits. Often, the order of countries is also determined by how great the pressure is to replace outdated software that is no longer maintained by the manufacturer or where only very limited know-how - often tied to very few people - is available.

The advantage of „step-by-step“ is that it saves internal resources, since the focus is always on one country (or one company code) and the next one is only implemented after a successful go-live. Another positive effect is that know-how and experience can be built up step by step, which benefits subsequent country rollouts.

On the other hand, there are significant disadvantages: step-by-step rollouts increase the lead time of the overall project. Depending on the number of countries, such rollouts often take many years and continuously burden the organization

with project tasks. Step-by-step rollouts also usually result in different release levels being implemented. It is difficult to argue to introduce two or three year old versions of S/4HANA when new versions with improved functionalities are already available. This increases the pressure to improve the template based on the new release levels. Thus, the template idea is strongly diluted and very different country versions are created. In terms of architecture, this would also only be possible by moving away from a single-client concept, since company codes cannot be implemented on different releases in one client.

Another risk is that it is difficult to determine whether certain country requirements are actually needed by several countries and whether it therefore makes sense to adopt this solution in a template, or whether it is a preferred process of one country that should not be adopted in the course of standardization.

In summary, the step-by-step approach should not be the first choice in most cases.

IN-ONE-STEP

The „in-one-step“ concept envisages bundling countries or, ideally, rolling out all countries simultaneously and in parallel. Depending on the number of countries, the resource load on central IT increases. Good and consistent project planning, external support and a high degree of project discipline enable a rapid and efficient rollout.

A central management team consisting of IT and specialist departments at the company headquarters, together with the implementation partner, forms the basis for this. Local teams work in parallel in the respective countries. External consultants with country experience, together with the respective country organizations, usually achieve good results very quickly. Efficient communication with the central management team is crucial for success.

This approach significantly shortens the project duration and ensures implementation on the basis of a uniform template in the same release status. Only in this way can the uniformity of requirements coming from several countries be recognized. If a process occurs in a majority of countries, this is a clear sign that it is to be included in the template and thus made available to all. However, if a process is only required by one country, it must be checked very carefully whether it should actually be included in the standard.

Overall, „in-one-step“ rollouts are more cost-effective and can be implemented with less internal and external effort.

RECOMMENDATIONS



- * Invest time and energy in developing the rollout concept.
- * Good planning and experienced partners help to save time and costs.
- * Whenever possible, try to implement the S/4HANA in-one-step approach.
- * The commitment of top management is crucial to realize as few local adjustments as possible based on a standard template.
- * Use the change to S/4HANA to improve efficiency and bring processes back to standard. Sometimes it may take a little longer, but in the long run you will save a lot of money on future release upgrades. Every euro invested in adjustments away from the standard costs another four euros over the course of the lifetime costs another four Euro.
- * Use best practices.
- * Use industry templates either from SAP or from partners. These usually form a good basis and can be used as a project basis to quickly start a project and focus on standardization. The project is based on existing cross-system processes and thus quickly achieves tangible results in an iterative manner. In the wholesale sector, for example, FIS GmbH has developed a template that is excellently suited as a starting point for this sector
- * Critically review the usefulness of subsystems, in-house developments, and individualized „Excel processes“.

REALIZATION

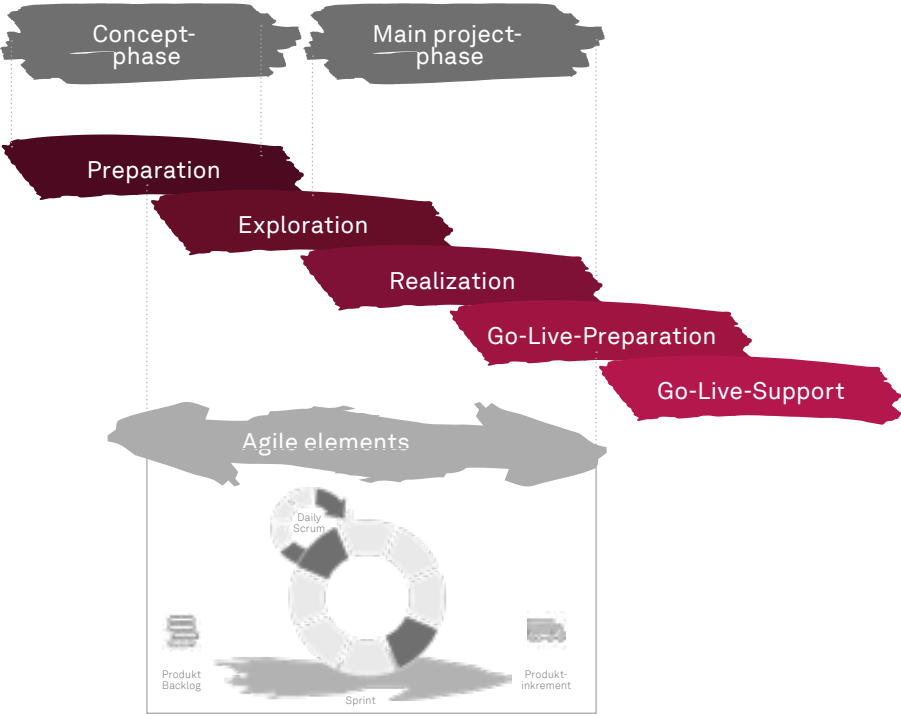
PROJECT-ORGANISATION

Essential for the efficiency and success of an S/4HANA rollout is the project organization with formalized definition of roles, competencies and decision-making paths. The creation of a project manual is the best way to clarify these issues at the beginning of the project. The commitment of top management is essential.

There must be clarity about priorities and an awareness that the goal of having as uniform a system as possible across all countries is essential.

The following sample project plan shows the main activities according to the SAP Activate method.

Particularly important is the role of the Steering Committee, which meets periodically and according to a fixed schedule.



It should be specified that country specifics requested by country organizations are only approved by this committee with a clear justification, presentation of the business benefits and an effort estimate. This also relieves the project manager's role of persuasion.

RECOMMENDATIONS FOR PROJECT ORGANIZATION



- * Create a clear project organization with defined roles, competencies and decision paths.
- * Define project goals, but also the non-goals.
Ensure pacing in the project through regular meetings where deviations are discussed, open issues are clarified and decisions are made.
- * Ensure concise, decision-based minutes and a clear project filing structure.
- * Create functioning and consistently defined forms of communication. Web meetings can contribute to project efficiency. Define the timeframe for decisions depending on the nature of the issue.
- * Put the change request procedure in writing.
- * Ensure that decisions made are not changed again. Any change must be addressed as part of a change request.
- * Get country buy-in and consider, from a country organization's perspective, how they will benefit from the new solution.
- * Sell innovations (e.g.: Use of mobile devices, Fioris, integrated reporting, relief of central units through self-service functions) and create motivation. Good change management is an essential ingredient for a successful project.
- * Invest in a motivating kick-off and clearly communicate the project plan, deadlines and key project content.
- * Maintain regular project communication with countries. Nothing is worse than rumors and assumptions.
- * Create well-functioning electronic platforms. Modern tools like SharePoint or Teams help if they are used in a planned way and everyone can use them.

STANDARD PROCESSES AS THE BASIS OF A COMPANY TEMPLATE

A template can only work on the basis of standard processes. Knowledge of the company organization, business models in the countries and currently used solutions with their strengths and weaknesses are the basis for designing an SAP S/4HANA template.

msg Plaut offers a coordinated tool set for analyzing existing systems, evaluating the business benefits of a system conversion and developing a customer-specific roadmap including cost and resource estimates.

The SAP Readiness Check for SAP S/4HANA extracts information from the current SAP ECC system and prepares it in a user-friendly dashboard. In addition, msgFIT offers analyses of system usage, depicts processes in use and provides a good basis for process optimization.

MSGFIT – ANALYSIS OF THE SAP SYSTEM FOR THE CHANGEOVER TO S/4HANA

1

BENEFIT ANALYSIS

What is used in your system, how, and to what extent?

2

PROCESS DOCUMENTATION

Which processes are mapped in your system?

3

S/4 PROCESS OPTIMIZATION

What does your system look like when the processes used so far are projected into the S/4 world?

The analyses provide a good basis for designing a Group template. On this basis, a good first draft can be created, which can be validated in the next step in meetings with the country organizations. The goal is not to build the perfect solution in one step, but rather to develop the core requirements in the standard with the necessary company specifications according to the 80/20 rule. When developing the functional requirements, the division into three levels has proven effective.

SPECIAL REQUIREMENTS

LEGAL REQUIREMENTS

BUSINESS NEEDS

LEGAL REQUIREMENTS

Legal requirements must always be taken into account. However, it is not always clear exactly what is meant by this and what scope for interpretation the law allows. It is therefore worthwhile to scrutinize these requirements to ensure that implementation is as effortless as possible and to make use of the expertise of consultants who know the local requirements. Auditors also help to make a clear distinction between hard legal requirements and documents that are not mandatory.

BUSINESS NEEDS

These represent the core of the project. Standardized processes based on templates that are applied uniformly across countries are the goal of the implementation.

SPECIAL REQUIREMENTS

Only where absolutely necessary and after a rigorous approval process and budgetary allocation should a deviation from uniform standards be implemented.

Country-specific requirements may arise from the specific business model of a country organization.

The question should always be answered as to whether this is a value-adding process that enables differentiation from the competition and is also perceived positively by the customer, or whether it is a secondary process with no impact on customer benefits.

Above all, the budgetary allocation to the country that wants to have these requirements mapped is a good regulatory tool for keeping special requirements as low as possible.

TRANSNATIONAL FIT-GAP-ANALYSIS

The decisive planning step is the FIT-GAP analysis. The preferred „In-one-Step“ method is assumed here. The GAP list is the central control tool to transparently list GAPs between the template and the requirements by country. Key elements are:

- GAP number by category
- Short description GAP
- GAP type
- Impact on the Global Template (= inclusion in the Global Template) Status
- Responsible organization (on the side of the customer or consultant)
- Responsible person
- Estimated complexity
- Priority
- Effort per country
- Target date for completion per country
- Description of the requirement
- Brief description of the solution Approval status by country

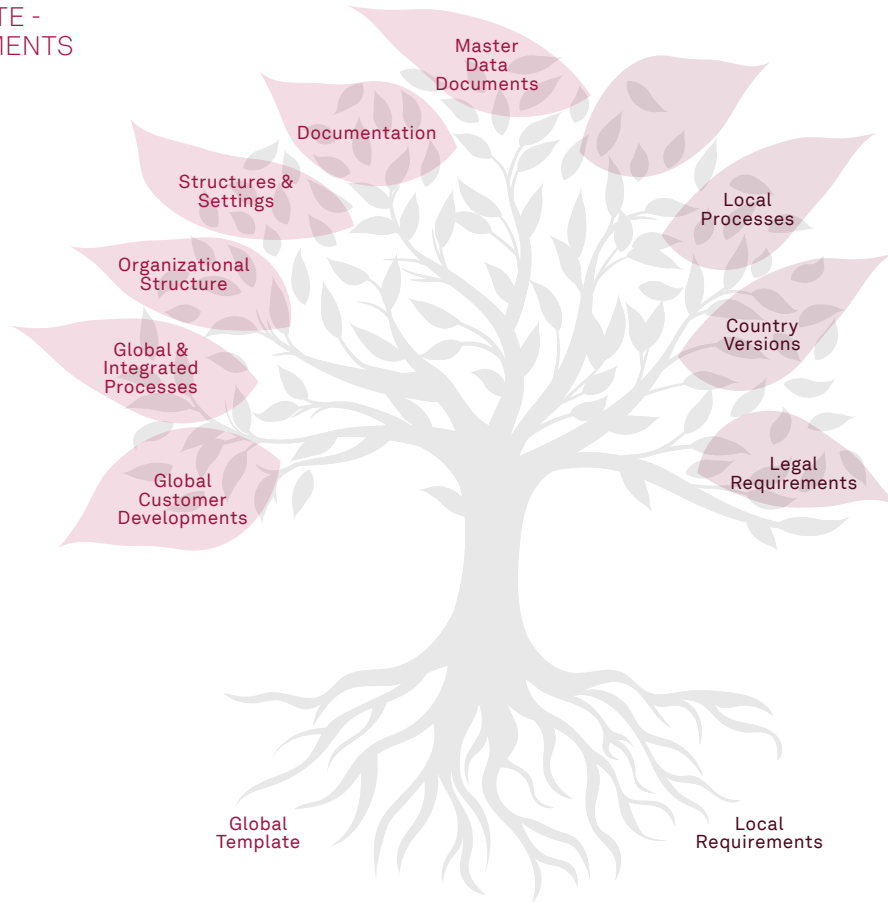
RECOMMENDATION FOR DESIGN OF THE FIT-GAP PHASE



- * Employ a thoughtful FIT-GAP list to collect, categorize, and estimate effort for country GAPs.
- * Use this to track decision status.
- * This phase is critical to identify which GAPs and implementations are needed and where there are identical requirements across a variety of countries. This will help harmonize the solution across country boundaries.
- * This allows you to decide what should be included in the central template, what has priority and which GAPs are only relevant for certain countries.
- * As a general rule, only GAPs with high relevance for the business in a country are implemented with high priority. If only one country needs a specific implementation, the costs are also to be borne by that country. This helps to stay focused and avoids discussions about „nice to have“ requirements.

GAP No.	Module	Description	GAP Type	Responsible Team	Responsible Person	Complexity	Priority	HQ Pers. Days	Country 1 Pers. Days	Country 2 Pers. Days	Country 3 Pers. Days
X-0	FI	Central authorizations	Legal	FI	Max Mustermann	High	3	2	-	1	3
X-1	HR	Local specific authorizations	Legal	Dev.	Anna Musterfrau	Medium	2	1,5	2,0	3,0	-
X-2	Dev.	Central authorizations	Business Critical	Dev.	Max Mustermann	Medium	1	3	-	1,4	-

GLOBAL TEMPLATE - LOCAL REQUIREMENTS

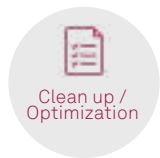


Basically, with any rollout project, there is a set of customizations that are necessary. These include:

- Control key
- Bank details and adaptations of local eBanking interfaces
- Legal Requirements: Mandatory electronic reporting to public authorities
- eInvoicing: Mandatory electronic invoices for government customers
- Authorizations
- Mapping of organizational structure
- User Acceptance Test
- Integration tests
- Migration of data from legacy systems
- Adaptation of user documentation: Decisions on whether to use the corporate language or which parts must be localized depend on the target group. English is often a hurdle for understanding and acceptance of new solutions. Menus and documentation must then be created in the local language.
- For each country, an individual project plan with binding activities and resources as well as a clear definition of the GAPS to be implemented must be drawn up as part of the GAP analysis.

Plan for a possible second phase in which GAPS can be implemented with lower priority. Key users in the respective countries who take on responsibility, accompany their colleagues during the difficult transition and provide significant support to headquarters in the implementation of the project contribute to success.

EXCURSES MASTER DATA



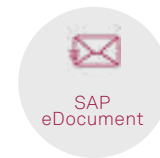
Master data is the fuel of every ERP solution. The analysis and quality assurance of master data should be given the utmost attention in advance. In most cases, duplicates, master data that is no longer needed, or simply incorrect master data has accumulated during operation. These problems are magnified when the data is viewed across national borders. Even the best S/4HANA system cannot be used optimally on the basis of poor master data. For this reason, a decision must be made in advance as to whether an upstream master data project makes sense or whether the master data should be harmonized in the course of the rollout.

EXCURSES BUSINESS-PARTNER



With the Business Partner concept, SAP has merged the previously separate roles (e.g.: customer, supplier). The business partner serves as a replacement for limited solutions of the customer and supplier object model. Previously, it was not possible to create different roles and only one address for a business partner. In addition, there was no option for synchronizing data between customer and supplier objects. In the course of a business relationship, a business partner represented by an SAP Business Partner object can assume changing business partner roles. The Business Partner concept eliminates the need to create a completely new data record, avoids redundant creation and storage, and thus avoids inconsistencies. The changeover - especially across countries as part of the rollout - is an organizational issue that must be taken into account in rollout planning.

EXCURSES SAP EDOCUMENT



Documents from logistics, sales and accounting can be converted into common e-invoice formats (e.g. XML files) using the SAP eDocument Framework. To meet the special requirements of individual countries, the SAP Application Interface Framework (SAP AIF) is used. This generates eDocuments in the required target format (such as XRechnung for Germany or InvoicePA for Italy). In order to be able to map country-specific requirements in the AIF, „Packaged Solutions“ must be imported. For the transmission of the created invoice data, the SAP Cloud Platform can be used to forward invoices to the recipient. Alternatively, country-specific partner solutions can be used to automatically generate electronic reports for authorities from S/4HANA. For Poland, a tried-and-tested msg Plaut solution is available for SAF-T messages (Standard Audit File-Tax).

LEARNINGS

MSG PLAUT: TRANSNATIONAL COMPETENCES WITH FOCUS CEE/CIS

The Austrian msg Plaut Austria GmbH is a product-based consulting company headquartered in Vienna and employs around 100 people at three Austrian locations. As part of the msg group of companies with more than 8,000 employees in 25 countries, msg Plaut is able to support rollout projects worldwide. A particular focus is on the CEE region (Central and Eastern Europe) and CIS (The Commonwealth of Independent States) with national companies in Poland, Romania, Russia, Kazakhstan, the Czech Republic, Ukraine and Hungary.



Austria | Albania | Belgium | Bosnia and Herzegovina | Brazil | Bulgaria | Canada | China | Croatia
| Czech Republic | Denmark | Finland | France | Germany | Hungary | India | Italy | Kazakhstan |
Liechtenstein | Lithuania | Mexico | Moldova | Montenegro | Netherlands | North Macedonia |
Norway | Poland | Romania | Russia | Saudi Arabia | Serbia | Slovakia | Slovenia | Spain | Sweden |
Switzerland | Turkey | Ukraine | United Kingdom | USA

CENTRAL CONTROL & LOCAL IMPLEMENTATION

The management of S/4HANA rollouts offers the combination of central control and local proximity with the involvement of msg Plaut branches or proven partners, based on the msg Plaut rollout model.

Communication in the respective local language, the same cultural background and knowledge of country-specific peculiarities is crucial to making a rollout successful.

Local teams can better adapt to the requirements of country subsidiaries. At the same time, they are integrated into the central management and the guidelines set by project management. This balance is particularly important when it comes to reconciling different stakeholder interests.

NEARSHORE-RESSOURCING

Especially during the implementation of S/4HANA and the rollout, numerous objects have to be converted or newly developed. Collectively, these are also called RICEF after their initial letters.

Nearshore rates help to reduce project costs and, at the same time, to realize the implementation of the requirements in a quality-assured manner.

One of msg Plaut's core competencies is its experience in integrating nearshore resources into projects. These developers are controlled centrally by msg Plaut. This provides customers with a single point of contact (SPOC) to efficiently manage development tasks.

Our nearshore resources provide support in the following areas in particular.:

- 1 Reports
- 2 Interfaces
- 3 Conversions
- 4 Enhancements
- 5 Forms
- 6 Workflows

EXAMPLES OF COUNTRY-SPECIFIC ADAPTATIONS AND SOLUTIONS

The adaptation to legal requirements and authority reporting places special demands on the design of the country version:

- Complex official regulations
- No possibility of project postponement due to legally prescribed deadlines
- Regulatory requirements often defined late in detail
- Frequent changes in regulations with short deadlines for implementation and testing
- Risk of penalties for non-compliance with reporting requirements

Below we briefly show the country challenges and solutions of msg Plaut.

POLAND

In Poland, the Standard Audit File for Tax (SAF-T) was introduced in 2016. Mostly the Polish term „JPK“ (Jednolity Plik Kontrolny) is used. In 2016, Poland introduced its „Standard Audit File for Tax (SAF-T)“ system, known in Poland as „Jednolity Plik Kontrolny (JPK)“.

For this purpose, the Polish subsidiary of msg Plaut has developed a comprehensive overall

solution for SAP ECC and SAP S/4HANA a comprehensive overall solution for the coverage of all messages. This solution is regularly and timely adapted to changed legal requirements (which occur relatively frequently).

msg PLAUT SAF-T Files guarantees SAP conformity with the Polish Ministry of Finance regulations on SAF-T files.



SAF-T files solution (Jednolity Plik Kontrolny) for Poland includes the following reports and possibilities to create XML files from SAP:

- JPK_VAT (latest version V7M) monthly VAT reporting and tax return in XML.
- JPK_KR balances and sales, document journal and GL line item report in XML
- JPK_FA Sales invoices in XML
JPK_MAG Stock movements in XML
JPK_WB Bankstatements in XML

The file structures shown on the authority's website: www.gov.pl/web/kas/struktury-jpk

As of 1.1.2023, electronic invoicing in the B2B sector will be mandatory for all companies in Poland. Poland will thus make e-reporting mandatory for all transactions - no longer just for those involving public bodies. msg Plaut already offers a solution integrated in SAP systems for this purpose as well.

BRAZIL

Specific requirements of the tax authorities and local accounting authorities make Brazil a complex implementation project and, in the context of a global template, the ability to adapt the solution without deviating from the template is key to the success of the projects. The Nota Fiscal Eletrônica or NF-e is used to register each transaction.

The NF-e is not only a digital invoice, but the central document to prevent corruption and stock shrinkage. It is a combination of invoice, delivery bill and bill of lading (NF-e, CT-e and MDF-e). The NF-e is transmitted from authorized equipment to a government server before goods can be physically moved (even if only the storage location within the company is changed). Only after the transaction is authorized can the goods be physically moved. NF-e digs deep into the SAP document flow (invoice transmission before goods issue). For a correct tax determination the introduction of an additional SAP organizational element (Branch) became necessary

The following general conditions have to be considered for the country-specific adaptations:

In Brazil:

- The standardization of company-wide business processes is strongly influenced by localization aspects in the areas of tax compliance, legal reporting and logistical processes (more than 8000 SAP notes applicable).
- Due to the combination of complexity and dynamic change, legal requirements are among the top 3 in the world with more than 1,000 changes/year and an average of 1,500 hours spent on a corporate tax return (about one hour/day).
- Rollouts to Brazil are often pushed to the end of a global rollout plan

With a national subsidiary in Brazil, the msg Group has competencies and experience for implementation and ongoing adjustments of legal requirements in Brazil.



Deep understanding of the world's top 3 most complex localization (550 additional tables) required

- Tax calculation
- Notas Fiscais
- Legal reporting (modelos)
- Payroll Brazil



The high frequency of rapidly changing legal frameworks makes knowledge of workarounds imperative to achieve sustainability of the solution landscape.



Access to Portuguese-speaking, bilingual premium consultants with international track records critical.

REFERENCES

OVERVIEW

At the global level, efficient, goal-oriented project management, experienced system and solution architects and module consultants are crucial for the successful implementation of rollout projects.

In the countries, a strong network of experienced local consultants who know the legal requirements and country specifics in detail is a decisive success factor - either from within the company group or from partner networks.

msg Plaut has already carried out successful rollout projects in the following countries.

SUCCESS STORY



The UNIQA Group is one of the leading insurance groups in its core markets in Austria and Central and Eastern Europe

The Group now includes 40 companies in 18 countries: Austria, Albania, Bosnia, Bulgaria, Croatia, the Czech Republic, Hungary, Kosovo, Liechtenstein, Macedonia, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Switzerland and Ukraine. In 2019, UNIQA Group generated revenue (premiums written) of EUR 5.4 billion from 20.9 million insurance policies with approximately 13,000 employees. Today, the insurance industry is facing the most massive upheavals in its history.

Digitization will massively change the insurance business in the next few years. In order to trigger the innovation

thrust necessary for this change, UNIQA Group launched the largest renewal program in the company's history in 2016.

Over the next ten years, a sum of around EUR 500 million will be invested primarily in the re-design of the business model, the personnel competence build-up that is also necessary for this, and the required IT systems.

As part of this program, the UNIQA Group decided to invest, among other things, in the digitalization and optimization of accounting and controlling processes. With the help of the conversion and integration of all national companies to SAP S/4HANA, an improvement project for the accounting and controlling processes and the IFRS 17 project, important steps for digitalization and optimization were initiated.

GOAL

The objective of the UNIQA S/4 Fast Close project was to implement a group-wide Finance & Controlling platform for the entire finance area in order to massively reduce the annual time required for the year-end closing process by 2020.

REALIZATION

The implementation of phase 1 with the implementation of the CORE template and the rollout in the national companies in Austria, Liechtenstein, Poland, Czech Republic, Switzerland, Serbia and Slovakia with 63 company codes took place from fall 2017 until the GoLive on January 1, 2019.

Phase 2 with the national companies in Albania, Bosnia and Herzegovina, Bulgaria, Kosovo, Croatia, Montenegro, Northern Macedonia, Romania, Ukraine, Kosovo and Hungary was completed with the GoLive on January 1, 2020.

The S/4 Fast Close project was based on a new implementation of SAP S/4 (Greenfield), whereby structures

were adapted where necessary and appropriate (e.g. optimization of chart of accounts) and where structures or developments had proven themselves and were suitable, these were adopted.

The migration of master and transaction data was carried out with the help of the new SAP migration cockpit, whereby the productive migration took place almost without errors after several test migration runs. In total, more than 58,000 asset objects, 33,000 open items, and 11,000 balances, more than 500,000 objects in total, were successfully migrated in the first phase. Furthermore, more than 170 interfaces were connected to the new system.

The implementation of the CORE template and the rollouts were carried out in cooperation between UNIQA, SAP and msg Plaut, whereby msg Plaut was primarily responsible for the rollouts to the national companies as well as the developments (RICEFs) and migration. The network of experienced consultants of the msg Plaut group was decisive for the successful rollouts to the national companies.



RESULTS

The S/4 Fast Close project was implemented within the specified economic and time frame. All national companies were able to go live as planned on January 1. Thanks to the parallel approach, all countries could be converted to an SAP S/4 system within 2.5 years. The advantages of S/4 can thus be realized within a very short time, and with the uniform Finance & Controlling platform, UNIQA is ideally equipped for the digital future.

The following factors were essential for the success of the project:

- Efficient and successful project management, both on UNIQA's side as well as on SAP's and msg Plaut's side
- Commitment from UNIQA's top management
- Experienced consultants both in the CORE team and the consultants in the countries
- Experienced nearshore development team
- Efficient project methodology for GAP analysis, implementation and testing
- Close communication within the project team

In Trend 42/2019, Kurt Sobotka, CFO of UNIQA Group, summarizes the project success as follows.

We save an enormous amount of time through the standardization and centralization of reporting processes for 20 companies.

For the annual financial statements alone, we save three weeks.

With HANA, our reporting is extremely extremely fast and modern.

We can manage our business better. The speed makes us net cheaper, which benefits our customers at the end of the day.

White Paper

SAP S/4HANA

Rollout of SAP S/4HANA strategies - implementation - experiences

Impressum

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