LIVE EXPERT SESSION
SAP Shared Service Framework

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Solutions, Shared Services
SAP AG
This session provides the business context of the new solution 'Shared Services Framework' and highlights the USP's that differentiate SAP's approach to Shared Services.

1. Customer Expectations
2. The SAP Shared Service Framework
3. How SAP Shared Service Framework generates value
4. Positioning and selling SAP Shared Service Framework
1. Customer Expectations
2. The SAP Shared Service Framework
3. How SAP Shared Service Framework generates value
4. Positioning and selling SAP Shared Service Framework
Top Executive Issues that drive the trend to Shared Services

Top executive issues

- How to increase service efficiency?
- How to increase service quality?
- How to reduce operational risk?
- How to prove the value of Shared Services delivery?
Shared Services enable companies to:

- Consolidate efforts for delivering the same services to different groups within an organization
- Lower administrative cost by leveraging economies of scale
- Adapt more flexibly to growth and acquisitions
- Improve the service to the business

Best Practices:

- Baseline performance of processes relevant for centralization
- Harmonize and standardize business processes
- Automate business processes via technology investments
- Enable employees and business partners via self-services and single-point-of-contact
- Manage services effectively through a globally consistent service and operating model
- Implement governance to internal client-provider relationship
Four Action Areas are Common for Shared Service Projects to Reach the Full Benefit

**Organization**
- HR Operating Model
- Service Delivery Model
- SSC organizational structure
- Location
- Service Level Agreements
- Governance model
- Legal form

**Processes**
- Cost Baseline
- Process scope and interfaces
- Harmonization and standardization
- Process documentation
- Process targets and parameter
- Pricing
- Benchmarks

**People**
- Change Management
- Communication
- Knowledge creation and transfer
- Business Simulation und Training
- Roles and Skill profiles
- Personnel adjustment

**IT Infrastructure**
- IT Architecture, IT application landscape
- Interaction Center
- Scanning, Workflow
- Knowledge base
- Self Services
- Automation
- SAP CoE

- Transparency gains leveraged during lift & shift transformation to Shared services
- Process improvements pending process and landscape consolidation
- Cost savings leveraged through optimization of delivery locations
- Service delivery makes best use of existing heterogenous IT landscape
SAP Shared Service Framework addresses the no. 1 investment focus of Shared Service decision makers: Process Automation

- More automation: 82% (World-Class), 47% (Peer Group)
- More Centers of Expertise: 43%
- Expansion to service HR function: 28%
- Expansion to service Finance function: 41%
- Expansion to service Procurement function: 41%
- Global Reach: 35%
- Outsourcing: 33%
- More self-service: 35%
- Consolidate number of SSCs: 24%
- Service delivery platform owned by SSC: 17%
- Off-shoring: 29%
- Expansion to service IT function: 29%
- Expansion to service Legal function: 6%
- Expansion to service other functions: 13%

Source: Hackett 2008 Shared Services Performance Report
SAP Shared Service Framework addresses the biggest concern of Shared Service decision makers: Service Quality

Source: Hackett 2008 Shared Services Performance Report

- Improve service and quality, accuracy and timeliness
  - 85% in 2008
  - 83% in 2007
  - 83% in 2006
  - 80% in 2003

- Standardize services
  - 66% in 2008
  - 69% in 2007

- Reduce administration costs
  - 44% in 2008
  - 66% in 2007
  - 73% in 2006
  - 77% in 2003

- Reduce headcount and salary/wages
  - 81% in 2008
  - 79% in 2007
  - 78% in 2006

- Corporate strategy
  - 64% in 2008
  - 62% in 2007
  - 53% in 2006

- Group similar tasks and expertise for a critical mass
  - 56% in 2008
  - 58% in 2007
  - 59% in 2006
  - 61% in 2003
## The Shared Service opportunity

<table>
<thead>
<tr>
<th>Short description</th>
<th>Value proposition</th>
<th>Pain points</th>
</tr>
</thead>
</table>
| - The market for Shared Services Solution is very hot.  
- Nearly all LE customers are looking for potential to increase efficiency and lower cost  
- Shared Services applies to all industries | - increase efficiency  
- lower cost by 16-61% (Source Hackett)  
- increase service quality  
- ensure compliance  
- support global governance  
- enable strategic focus of HR, F&A etc.  
- support growth strategy of customers | - Fragmented, inconsistent processes and inflexible technologies reduce resource productivity and service responsiveness while raising costs  
- Processes not automated  
- No best practices used; varying standards  
- Poor controls, low compliance  
- Limited governance  
- Lack of transparency |

### Positioning

SAP offers Solutions for SSC that help to:
- Centralize resources  
- Automation to reduce human interaction  
- Standardize processes  
- Harmonize processes  
- Consolidate system landscapes

### Target market/target customers

- SAP LE Customers  
- Buying Center CFO, CHR-Officer; CIO  
- CEO; Heads of SSC

### Competitor/Competitive solutions

- Main competition is Oracle (PSFT, Siebel)  
- Workflow solutions like Basware, 170 systems threaten to freeze client-base  
- Internal IT-ticketing solutions like Peregrine, Remedy, HP-Openview go into HR/FI SSC  
- NorthgateArinso, Neocase, Getpaid are specific HR/FI service desk tools

### Pricing/average deal size

- Licence Revenue: Examples: 6,4 Mio. € Allianz Insurance (EIC ESS/MSS); 7,8 Mio. € Dutch Ministeries (EIC HR ESS/MSS…); 0,4 Mio. € Sappi (EIC ESS/MSS); 4,1 Mio € Gauteng (EIC/AIC)  
- Average dealsize 400,000 € for the SAP Shared Service Framework plus additional Solutions for Shared Services Process Management and upsell in Fin, HCM….  
- Average solution consulting deal 300K - 500k € plus business transformation cons.

### Reference customers

- * Success Stories available

### SAP Business Development

- Franz Deitering North America, South America, APJ, Nordics, Italy, Iberia, CE,  
- Hindrik Jan (Rene) Zigterman UK, CIS, France, Belux, NL, South Africa, SEME  
- Friederike Hettenstein DACH
Key takeaways regd the Shared Services Opportunity

- We are not competing against Oracle, we are competing against bob vendors (e.g. Concur, GetPaid)
- Customers that categorize themselves ‘SAP customer’ will by default approach SAP for Shared Services automation, but . . .
- Shared Services plan and decide with 3-6 months time frames and try elsewhere if we can’t support their business challenge
1. Customer Expectations
2. The SAP Shared Service Framework
3. How SAP Shared Service Framework generates value
4. Positioning and selling SAP Shared Service Framework
The concept behind the SAP Shared Service Framework

Pillar I - Automation

Pillar II – Effective Communication and Efficient Service Delivery

Pillar III – Tools For Analytics, Reporting and Governance
Communication front-end between Service Center and client

- Inbound and outbound communication with clients of the service center are improved by tight integration between communication frontend and business applications
- Self Services help enable process constituents

Process facilitation

- Data from several client organizations processed at the Shared Service Center
- Logical aggregation of information as applicable
- Data exchange with backends

Governance

- Manage Delivery against defined KPIs
The SAP Shared Service Framework complements SAP Solutions relevant for Shared Services

<table>
<thead>
<tr>
<th>Shared services process mgmt.</th>
<th>Financial shared services</th>
<th>HCM shared services</th>
<th>Procurement shared services</th>
<th>Corporate services</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Shared Service Framework</td>
<td>● General ledger</td>
<td>● Payroll and legal reporting</td>
<td>● Procurement interaction center</td>
<td></td>
</tr>
<tr>
<td>▶ Process flow analytics</td>
<td>● Accounts payable</td>
<td>● Time and attendance</td>
<td>● Requisitioning</td>
<td></td>
</tr>
<tr>
<td>▶ Service level mgmt. cockpit</td>
<td>● Invoice management</td>
<td>● HCM processes and forms</td>
<td>● Purchase request processing</td>
<td></td>
</tr>
<tr>
<td>▶ OCR inbound doc handling</td>
<td>● Supplier enabling</td>
<td>● Benefits management</td>
<td>● Purchase order processing</td>
<td></td>
</tr>
<tr>
<td>▶ Outbound doc. handling</td>
<td>(biller direct pay-side)</td>
<td>● Employee administration</td>
<td>● Trading contract management</td>
<td></td>
</tr>
<tr>
<td>▶ SAP Interactive Forms</td>
<td>● Accounts receivable</td>
<td>● Recruiting</td>
<td>● Receiving</td>
<td></td>
</tr>
<tr>
<td>▶ Duet (information worker)</td>
<td>● Credit management</td>
<td>● Enterprise learning</td>
<td>● Financial settlement</td>
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<tr>
<td>● SAP NetWeaver Master Data Management</td>
<td>● Collections management</td>
<td></td>
<td>● Manage catalog content</td>
<td></td>
</tr>
<tr>
<td>● SAP NetWeaver Exchange Infrastructure</td>
<td>● Dispute management</td>
<td></td>
<td>● Managing compliance</td>
<td></td>
</tr>
<tr>
<td>● Bus. comm. mgmt.</td>
<td>● Customer enabling</td>
<td>● SAP Employee Self-Service</td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>(CTI and WICOM)</td>
<td>(biller direct sell-side)</td>
<td>● SAP Manager Self-Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Document mgmt.</td>
<td>▶ Intercompany reconciliation</td>
<td></td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>P SAP Productivity Pack by RWD</td>
<td>● Intercompany processing</td>
<td>● Kiosk Systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● SAP Business Workflow</td>
<td>● In-house cash</td>
<td>▶ SSC analytics</td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>● Resource mgmt.</td>
<td>● Inventory accounting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Fixed asset accounting</td>
<td></td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Tax accounting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Treasury</td>
<td></td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Local close</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Financial statements</td>
<td></td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Tax management</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>P</td>
<td>● SSC analytics</td>
<td></td>
<td>● Supplier collaboration</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>● Supplier connectivity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SAP product available
P Partner product available
Future focus

For more information see: http://www.sap.com
Integration frontend / backends

**Interaction Center**

Access to data from financial systems to solve service requests

**Financial systems**

Exceptions within local financial processes are escalated
1. Customer Expectations
2. The SAP Shared Service Framework
3. How SAP Shared Service Framework generates value
4. Positioning and selling SAP Shared Service Framework
**SAP Financials**

- Shared Service delivery usually consists of execution *and* communication. Both means combined intelligently saves cost and ensures quality service.
- Shared Service delivery usually happens on a historically grown backend system landscape (often 10-100 backend systems). Today’s Shared Services try to work their way around the multiple negative effects of this heritage.
- Shared Service delivery needs to establish defined expectations on service delivery performance

**These are the challenges addressed by the Shared Service Framework**
The SAP Shared Service Framework - one integrated operating environment for Shared Services

The Shared Services Center agent operates entirely from one operating environment – the Interaction Center.

The Interaction Center provides the means to support communication with employees, suppliers and clients and integrates with the applications in the backend systems of the corporate landscape.

The Interaction Center is part of the SAP Shared Service Framework.
Value generated by SSF bringing one integrated operating environment for Shared Services

<table>
<thead>
<tr>
<th>Issues</th>
<th>Before SSF</th>
<th>With SSF</th>
<th>Value / typical savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSO Operation in different models (one, several SSCs, virtual teams, combinations)</td>
<td>Separate call management, routing and dispatching infrastructure, duplication of data entries</td>
<td>One integrated service delivery platform that connects all contributors to the service delivery process, customers and business applications</td>
<td>Lower skill requirements</td>
</tr>
<tr>
<td>Identify business issue and launch transaction</td>
<td>Communication control and business systems are more or less disconnected.</td>
<td>One integrated service delivery platform leveraging the information obtained from caller-information, voice menus or emails to trigger the appropriate business application and select the business object</td>
<td>Time / headcount saved per transaction (10-15%*)</td>
</tr>
<tr>
<td>Ticket generation &amp; maintenance</td>
<td>Ticketing system not integrated with applications. High effort for ticket creation and maintenance. Low to no value for day2day operation. SSC tries to avoid tickets thus voiding the ticket approach entirely</td>
<td>One integrated service delivery platform that generates tickets as a by-product of service delivery re-using the data context. Tickets contain more information than can be possibly acquired from the user down to the level of link to the business object</td>
<td>Time / headcount saved per transaction (5-15%*)</td>
</tr>
</tbody>
</table>

* Gains quantification is based on detailed process analysis at individual SSCs and should be seen as an indication of order of magnitude of gains achievable
Example:

The Shared Services Center enters a travel expense item on-behalf of a traveller into the relevant system of records for which the traveller was not authorized by default.
The SAP Shared Service Framework – Automation and intelligent use of existing context reduce capacity needs

Example:
Automated notification of the Shared Services Center out of batch-runs via service ticket containing all context information at point of error.
The SAP Shared Service Framework generates a radically improved service experience

Example:

Employee involves the Shared Service Center with one click from the point-in-process at which he needs assistance.

All context information is automatically transferred to the SSC together with the request minimizing the time to complete the transaction.
The SAP Shared Service Framework supports the Shared Services Center in focusing on value generation.

Customer and Vendor Fact Sheets provide the Shared Services Center team with context information about the business partner involved in the current transaction.

Fact Sheets ensure that the Shared Services Center can act with the most complete view to the business implications.
External Self Service Portals connect the Shared Services Center with customers and suppliers

Supplier sends inquiry e.g. inquiry for parked invoice and receives responses

Shared-Services Center agent process vendors’ inquiries with CRM Interaction Center.
A new set of Financial Self-Services optimize the user experience with Shared Services and save costs.

The Shared Services Framework adds valuable Financial Self Services to the self service portfolio from which a self-service portal can be built for all business functions.

Re-use and seamless integration of Master Data governance technology provides full flexibility for future extension to full harmonized financial master data.
SAP Shared Service Framework
System Landscape Architecture

Telephony frontend
e.g. SAP Business Communication Management

Self Service Frontend

Shared Service Framework

ERP 6.0
ERP 2004

R/3 4.6c

Supplier/Vendor
Manager
Customer
Employee

Supplier/Vendor
Manager
Customer
Employee

Dashboard
e.g. Business Objects
Xcelsius or Digital Fuel service Flow
Dear Sir/Madam,

The invoices listed below are due for payment.

If you have paid the amounts due in the intervening period, please disregard this letter.

Yours sincerely,

IDEA Inc.

<table>
<thead>
<tr>
<th>Doc.</th>
<th>Date</th>
<th>Curr</th>
<th>Amount</th>
<th>Due date</th>
<th>Arrears</th>
</tr>
</thead>
<tbody>
<tr>
<td>1400000007</td>
<td>01.01.2009</td>
<td>USD</td>
<td>100.00</td>
<td>01.01.2009</td>
<td>170.00</td>
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<tr>
<td>1800000034</td>
<td>05.04.2009</td>
<td>EUR</td>
<td>46.00</td>
<td>06.04.2009</td>
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<td>1800000035</td>
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<td>1800000017</td>
<td>05.04.2009</td>
<td>EUR</td>
<td>15,989.90</td>
<td>02.05.2009</td>
<td>49.00</td>
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<tr>
<td>1400000015</td>
<td>02.07.2009</td>
<td>EUR</td>
<td>1,500.00</td>
<td>02.07.2009</td>
<td>12.00</td>
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</table>

Dunning charge | EUR  | 2.50

Total of due items | USD  | 160.00
Balance of account | USD  | 15,002.40

46,00
46,00
464.00
15,989.90
1,500.00
2.50
160.00
15,002.40
14,999.90

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Integration with dispute management

AIC Service Request: New

Description: Complaint about price for goods
Financial Organization: SAP Deutschland GmbH
Account: Max Planck Institute
Reporter: Thomas Smith
Employee Responsible: DOMINIC

Subject:
- Root Category: Accounts Receivable
- Sub Category 1: Dispute Case

AIC Service Request: 800007136, Complaint about price for goods

Business Context

Object Type: Customer FI Documents

<table>
<thead>
<tr>
<th>ID</th>
<th>Actions</th>
<th>Type</th>
<th>Description</th>
<th>Company Code</th>
<th>Company Code Desc</th>
<th>Back-End Client</th>
<th>Back-End Client Desc</th>
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</thead>
<tbody>
<tr>
<td>1000000236</td>
<td>Unlink</td>
<td>FI Document Item</td>
<td>Customer Invoice: 1800000236, 11.12.2009</td>
<td>1000</td>
<td>DES AG (1000)</td>
<td>GS/CONT/08</td>
<td>GS/ERP Financials</td>
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<td>25706</td>
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<td>Interaction Record</td>
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<tr>
<td>4473</td>
<td>Unlink</td>
<td>Dispute Case</td>
<td>Complaint about price for goods</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

© SAP 2007 / Page 34
Integration with collections management

SAP Collections Management - Worklist

Result List: 34 Items Found

<table>
<thead>
<tr>
<th>Process</th>
<th>Process and Confirm</th>
<th>Assign to Me</th>
<th>Assign to Other Specialist</th>
<th>Remove Assignment</th>
<th>Display Statistics</th>
<th>More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions</td>
<td>BP Number</td>
<td>Name of BP</td>
<td>Priority</td>
<td>Specialist</td>
<td>Current</td>
<td>Outstanding</td>
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<tr>
<td></td>
<td>2000000068</td>
<td>QV5500001</td>
<td>Very H.</td>
<td>EUR</td>
<td>115 003,00</td>
<td>109 002,00</td>
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<tr>
<td></td>
<td>2222222222</td>
<td>Max Planck</td>
<td>Very H.</td>
<td>EUR</td>
<td>108 625,30</td>
<td>99 454,70</td>
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<tr>
<td></td>
<td>2699999999</td>
<td>Deitmar</td>
<td>Very H.</td>
<td>EUR</td>
<td>100 000,00</td>
<td>80 000,00</td>
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<tr>
<td></td>
<td>2000000050</td>
<td>AC-Test</td>
<td>Very H.</td>
<td>EUR</td>
<td>4 800,00</td>
<td>2 300,00</td>
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<tr>
<td></td>
<td>483472</td>
<td>testing09</td>
<td>Very H.</td>
<td>EUR</td>
<td>1 000,00</td>
<td>1 000,00</td>
</tr>
<tr>
<td></td>
<td>483481</td>
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<td>Very H.</td>
<td>EUR</td>
<td>1 000,00</td>
<td>1 000,00</td>
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<tr>
<td></td>
<td>2200000033</td>
<td>Örnenwald &amp;</td>
<td>High</td>
<td>EUR</td>
<td>43 727,36</td>
<td>18 600,00</td>
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<tr>
<td></td>
<td>2200000002</td>
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<td>High</td>
<td>EUR</td>
<td>124 000,00</td>
<td>0,00</td>
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<tr>
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<td>2200000033</td>
<td>Örnenwald &amp;</td>
<td>High</td>
<td>EUR</td>
<td>124 000,00</td>
<td>0,00</td>
</tr>
<tr>
<td></td>
<td>2200000033</td>
<td>Örnenwald</td>
<td>High</td>
<td>EUR</td>
<td>124 000,00</td>
<td>0,00</td>
</tr>
</tbody>
</table>

Valuation Details for Selected Item: Due Date Grid for Selected Item

Time-Based Sorting for Business Partner 222222222 in Segment GONG01
SAP Shared Service Framework
What’s in it

Interaction Center

ERP 6.0
ERP 2004
R/3 4.6c

Self Service Foundation (MDG)

Process Integration

Enhancements to Applications

Enhancements to IC

Data Extraction Interface

Existing system landscape

Employee
Manager
Customer
Supplier/Vendor
1. Customer Expectations
2. The SAP Shared Service Framework
3. How SAP Shared Service Framework generates value
4. Positioning and selling SAP Shared Service Framework
**Pricing Structure**

- Pre-requisite are SAP Application or SAP ERP – user-types
- There are no other product-option pre-requisite to purchase the SSF
- No upper-cap
- Minimum License fee is one unit
- Standard Maintenance fees
- Volume discount applicable
- Country surcharges applicable
- DB fee is relevant – product runs on all DB-types
- Pan-industry pricing

**Pricing Metric**

Based on Service Transactions passing the SSC

**How to measure**

Service transactions are measured under the license audit framework. Consistency checks ensure that out-of-scope usage can be detected.

**Material Numbers**

- 7008720 SAP Shared Service Framework HR
- 7008826 SAP Shared Service Framework FIN

<table>
<thead>
<tr>
<th>SAP Shared Service Framework</th>
<th>Business Support Function covered</th>
<th>Price per unit (EUR)</th>
<th>Price formula (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and Accounting</td>
<td>50.000</td>
<td></td>
<td>N unit(s) * Price per unit</td>
</tr>
<tr>
<td>Human Resources</td>
<td>100.000</td>
<td></td>
<td>N unit(s) * Price per unit</td>
</tr>
<tr>
<td>IT</td>
<td>Tbd</td>
<td></td>
<td>Tbd</td>
</tr>
<tr>
<td>Real-Estate / Facility</td>
<td>Tbd</td>
<td></td>
<td>Tbd</td>
</tr>
<tr>
<td>Procurement</td>
<td>Tbd</td>
<td></td>
<td>Tbd</td>
</tr>
</tbody>
</table>

**Unit is defined as 25.000 Service Transactions per annum**

Definition of metric relevant for this Option: Number of service related inquiries, the total sum of Service Transaction process types: tickets/cases, Complaints, Incident, Service Contracts, warranty claims and service orders per business support functional domain.

Customer will buy per ‘shared service activity stream’ which equals the business support function. F&A and HR are front runner and we are planning to add IT; Real-Estate and Procurement in the next quarters.
## SAP Business Applications

**automate Shared Services Delivery**

### Shared services process mgmt.
- Shared Service Framework
- Process flow analytics
- Service level mgmt. cockpit
- OCR inbound doc handling
- Outbound doc. handling
- SAP Interactive Forms
- Duet (information worker)
- SAP NetWeaver Master Data Management.
- SAP NetWeaver Exchange Infrastructure
- Bus. comm. mgmt. (CTI and WICOM)
- Document mgmt.
- SAP Productivity Pack by RWD
- SAP Business Workflow
- Resource mgmt.

### Financial shared services
- General ledger
- Accounts payable
- Invoice management
- Supplier enabling (biller direct pay-side)
- Accounts receivable
- Credit management
- Collections management
- Dispute management
- Customer enabling (biller direct sell-side)
- Intercompany reconciliation
- Intercompany processing
- In-house cash
- Inventory accounting
- Fixed asset accounting
- Tax accounting
- Treasury
- Local close
- Financial statements
- Tax management
- SSC analytics
- Supplier connectivity

### HCM shared services
- Payroll and legal reporting
- Time and attendance
- HCM processes and forms
- Benefits management
- Employee administration
- Recruiting
- Enterprise learning
- SAP Employee Self-Service and SAP Manager Self-Service
- Kiosk Systems
- SSC analytics

### Procurement shared services
- Procurement interaction center
- Requisitioning
- Purchase request processing
- Purchase order processing
- Trading contract management
- Receiving
- Financial settlement
- Manage catalog content
- Managing compliance
- Supplier collaboration
- SSC analytics

### Corporate services
- Travel management
- Real estate management
- Enterprise asset mgmt., spec. IT help desk
- Environment, health, and safety compliance management
- Global trade services

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For more information see: [http://www.sap.com](http://www.sap.com)

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**SAP Consulting Services**

support customers in all phases of the Shared Services Project

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<th>Evaluation</th>
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<th>Operations</th>
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<td>Create Vision</td>
<td>Create Business Case</td>
<td>Create the design</td>
<td>Improve continuously</td>
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<td>Analyse Potential</td>
<td>Evaluate Feasibility, Benefits, Costs and Risks</td>
<td>Realize and migrate services</td>
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<td>Confirm that Shared Services</td>
<td>Confirm that it is viable to implement shared</td>
<td>Develop the solution design</td>
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<td>merit further investigation</td>
<td>services</td>
<td>Develop change plan</td>
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<td>Establishment pilot</td>
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<td>Migrate Services</td>
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<td>Stabilize, Optimize and Evolve Shared</td>
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<td>Services Operations</td>
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<td> Develop strategic business</td>
<td> Identify Baseline</td>
<td> Organization Design</td>
<td> Transition phase ends</td>
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<td>rationale</td>
<td> Define Operating Model</td>
<td> Governance Model</td>
<td> Monitor service quality</td>
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<tr>
<td> Position Shared Services</td>
<td> Define Service Delivery Model</td>
<td> Solution Design</td>
<td> Stabilize target environment</td>
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<tr>
<td>as a key element of the</td>
<td> Select Location</td>
<td> Service Management Framework</td>
<td> Implement continuous improvements</td>
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<td>transformation strategy</td>
<td> Review IT landscape</td>
<td> Pricing</td>
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<td> Define High Level Scope</td>
<td> Define Scope and Process Cuts</td>
<td> Communication Plan</td>
<td> Evolve Shared Service organization</td>
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<td> Create Roadmap</td>
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Board presentation
Business Process Outsourcing (BPO) services can complement captive Shared Service delivery.

BPO „Powered by SAP“ …

- enables clients and BPO providers to implement and operate business processes
- is based on Netweaver and Business Suite
- helps clients to generate sustainable business value – reducing risk, lowering cost, and improving quality.

Whenever BPO is a strategic option, SAP helps minimize risks while maximizing benefits.

SAP helps orchestrate different deployment models in an integrated whole:

- On-Premise
- Shared Service
- Out-sourced
- On-Premise decentral
- On-Demand

BPO Providers “Powered by SAP”

Human Resources Outsourcing

- accenture
- IT Solutions
- payoffice
- Magma
- ADP
- Convergys
- Zalaris
- BASF IT Services
- rocc
- HR One Corporation
- MERCER
- Tata Consultancy Services

Procurement Outsourcing & Sourcing

- accenture
- IBM
- ibx
- Quadrem
- Hubwo0
- Infosys
- Cresgate
- Regiocom

Other Business Services

- B2B Integration
- Utilities/EMEA
How to sell SAP Shared Service Framework

Four Step Sales Approach for Shared Services

1. C-Level contact with CFO, Chief HR officer, CIO or Head of Shared Serv.
   > Goal: Decision for 1st Positioning and Demo of SAP Solutions and Service

2. 3 hours Positioning with Business, IT and Project team with support from Sales, Solution- & Business Consulting
   > Goal: Decision for Scoping Workshop

3. Scoping Workshop with a win rate after scoping > 80%
   > Output: High level Roadmap incl. timeline, licences, req’d resources

4. Reference visit at SAP EMEA SSC in Prague, SAP Americas in Philadelphia/Buenos Aires or SAP Asia in Singapore OR with one of >10 reference customers
   > Goal: Get contract signed

Deal Support

- Business Transformation Consulting
- Specialised Shared Services Presales in HR, FI, CRM
- Shared Services Solution Consultants (via Rainer Schwarz, Peter Verrier)
- Industry Bus. Developer
- Global Business Development Franz Deitering & EMEA Hindrik Zigterman
**Do’s**

- Focus on the vast untapped market: Finance Shared Services
- Address business owners. Make IT your ally as the automation facilitators
- Look out for customers in incubation stage of their SSC
- Upsell SAP application capabilities to maximise the benefit from SSF
- Make value generation of SSF tangible through examples.

**Dont’s**

- Avoid terminology clutter (EIC, AIC, CRM - xxx)
- Do not position alternative XIC solutions
- Do not approach EIC customers at this stage – any flavor (CRM-IC or ERP-EIC)
- Avoid customers with a majority of non-SAP systems
Further Information

Public webpage
www.sap.com/sharedservices includes e-book & analyst opinions

SAP Service Marketplace (log-on required)
- Brochure Strategy For Success Multi Functional Shared Services
  http://service.sap.com/~form/sapnet?_SHORTKEY=00200797470000084332&
- HR Shared Service Delivery
  www.sap.com/solutions/executiveview/hr/drive-efficient-hr-operations

Recorded Webcasts
https://portal.wdf.sap.corp/irj/portal?NavigationTarget=navurl:/b857dacd7829d62db935173a9a8ec335
Enter ‘Shared Service’ as search term

Wiki
https://wiki.wdf.sap.corp/wiki/display/GFOSolutionBD/Shared+Services+Sales+Play
The SAP Shared Service Framework addresses

1. Captive Shared Services Organizations automating service delivery
   Leverage rich SAP application portfolio to equip Shared Services centers with state-of-the-art process automation. Support service delivery excellence in heterogeneous corporate landscapes.

2. Optimum integration of communication and back-end process automation
   Self services and interaction center uniquely integrated with relevant business applications reduce the cost per Shared Service transaction and improve service quality.

3. Shared Services Organizations becoming increasingly multifunctional
   The SAP Shared Service Framework brings a single software solution to multiple streams for Shared Services delivery (FIN, HCM, Procurement)

4. Transparency in Shared Service operation
   Tracking mechanisms enable traffic analysis. Data extraction interfaces support KPI-based governance of the client-relationship and optimization of service quality.

Positioning:
- New solution to improve efficiency and effectiveness of shared service centers
- Equips Shared Services Centers with a multifunctional operations platform that integrates existing back-end SAP systems
- Delivers capabilities to standardize and automate typical business processes handled by the shared service organizations
- Supports monitoring service delivery performance (service level agreements)

Solution Enhancements:
- Multifunctional Shared Service Framework integrated with relevant applications supporting in/outbound communication with vendors, suppliers and employees based on CRM technology.
- Multi-backend support added to relevant applications supporting re-use of application assets for Shared Services
- Self services added (FIN) and harmonized (HR) to one UI
- Data extraction for KPI data enabled

Key Benefits:
- Lowers costs of Finance or HCM processes through automation and efficiencies in communication.
- Leverages economies of scale by enabling harmonized service provision to multiple organizations
- Improves stakeholder satisfaction by supporting consistency in execution, easy accessibility and the ability to monitor service quality
Thank you!