



# SAP QUALITY AWARDS — FAST

**Amey**

**SAP Market Unit: UK & Ireland**

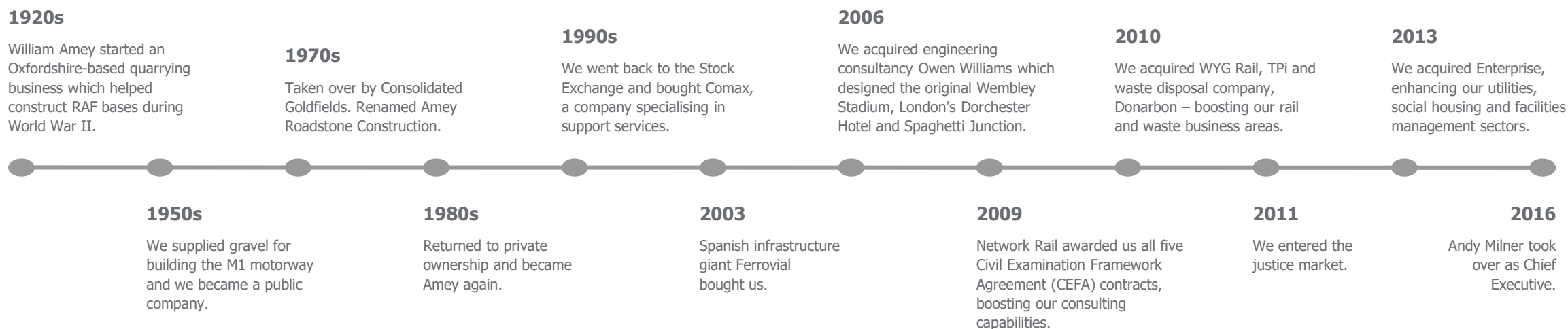
Simon Pennington – Head of IT

PUBLIC



# Company Overview

Company name:	Amey Plc <a href="https://www.amey.co.uk/">https://www.amey.co.uk/</a>
Headquarter location:	London
Industry:	Engineering, Construction & Operations
Main products/services:	Asset maintenance, Consulting Services
Operating countries:	Primary UK, +3
Annual turnover (optional):	2.2 Billion
# of employees:	16k



# Project Overview



Project name:	FCL – Full Contract Ledger
Project scope:	Implementation of SAP New General Ledger
Process coverage:	AP, AR, Integral accounts, month end
Partner(s):	SAP UK
Rollout scope:	135 Company Codes including Joint Ventures
Implementation method:	SAP ASAP with specific New GL methodology

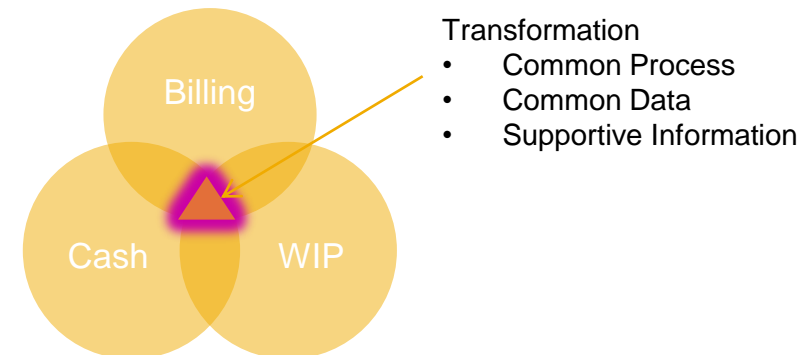
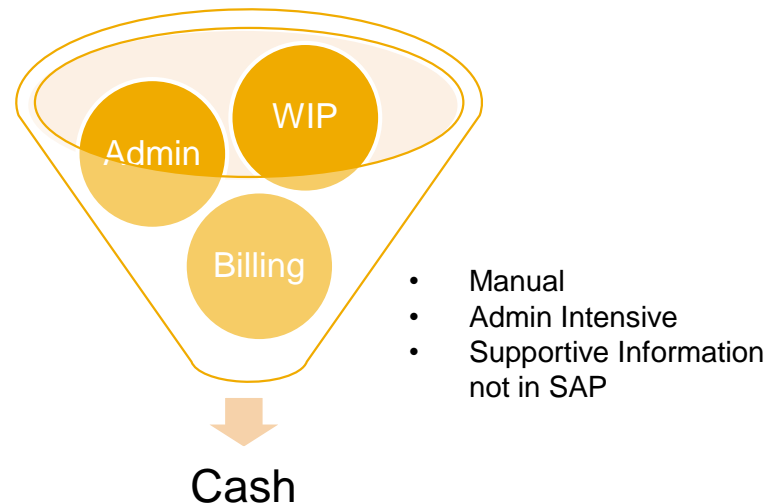
# Why?

Business disparate data across multiple systems + uncounselled business processes = Inefficient, Administrative intense and just more data...



Amey business enterprise data models across platforms + Business Rules & Governed Process = Streamlined, Simplified & Actionable Information

Closing the loop of WIP, Billing & Cash....



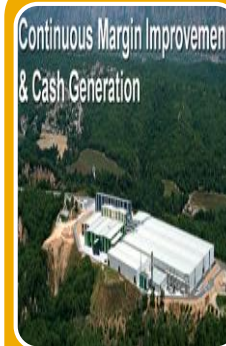
# Highlights of your quality approach from the 10 Quality Principles

	<u>Current SAP GL</u>	<u>SAP New GL</u>
<b>Cash flow &amp; Balance sheet</b>		
-> Direct cash flow at a <b>contract level</b>	No	Yes
-> <b>On-line reports</b> for Direct Cash flows, receipts and payments at a contract level	No	Yes
-> <b>Drilling down</b> into line to cash items of contract balance sheet and Direct Cash-flow reports	No	Yes
-> <b>Consistency</b> : single source of financial information for Direct, Indirect Cash-Flow and Balance Sheet	No	Yes
-> <b>Allow future developments of automated &amp; real time mobile reports on Direct Cash Flows, Receipts and payments for actual</b> cash position	No	First step to take to implement future BI solution -similar to EFESO in FSE-
<b>Accounting, Controlling and treasury processes</b>		
-> <b>Better financial closing efficiency shortening</b> the month-end time table	As is	1 to 2 days expected shortening
-> <b>Standardisation in accounting</b> of allocation of receipts and payments	No	Yes
-> <b>Single version of truth</b> with Controlling & Finance tables real time integration	No	Yes
-> <b>Allow automating processes</b> linked to the Weekly& Monthly Direct OCF report (linked to Actuals data)	No	First step to take
<b>Transparency and consistency</b>		
-> <b>All journals are allocated into a contract</b> (Profit center becomes mandatory for balance items)	No	Yes
-> <b>All transactions linked direct to directly to contract</b> with direct line of sight accountability	No	Yes
-> <b>New and simplified data structure</b> bringing significant improvement in data query and reporting	No	Yes



## IFRS 15 & WIP

Compliance with IFRS 15 — Revenue from Contracts with Customers  
Standardisation of WIP accounting & ageing  
WIP is monitored with common controls



## Cash Flow

Direct Cash Flow Balance Sheet at a contract level  
Drill down of cash and Balance Sheet items to line items  
Enhancement of TR forecast process  
Validation of Cash Approach with Broadspectrum

Project Foxtrot for requirements was the predecessor to FCL.

# Highlights of your quality approach from the 10 Quality Principles



# Highlights of your quality approach from the 10 Quality Principles

This is an area we changed early on.

Time was critical yet we went live on time and under budget.

Schedule Plan	Document Splitting	Core	Comms. Strategy	Interfaces	Cleansing	Alloc8	Reporting	Overall Position
○	○	○	○	○	○	○	○	○
○	●	○	○	●	●	●	○	●
●	○	●	●	○	○	○	●	○

## High/Low Lights

- **Schedule Plan (NV and PM)**
  - Weekly project team review and fortnightly Steering Committee review continuing. Plan is tracking on target.
- **Document Splitting (NB and RB)**
  - Document splitting paper sent to project team this week; inter-company processes outlined; cashbook proposal included; strategy to be signed off
  - Key decisions required on cashbook proposal
- **Core (NV + All)**
  - UAT Test Cycle 1 started on 16/10 as planned
  - Roles and authorisation workshop took place this week
  - First Migration test run in AMT 900 planned to start in November. System set up started on 16/10/2017
  - **Communication Strategy (JR/MD & SP)**
    - Continuing to engage with F4TF change management – early sight of strategy received.
- **Interfaces (CD/MS & AC)**
  - 2 interfaces affected. (Customer <> Vendor and Vendor <> Vendor contra, updates made to BPP, to be agreed and signed off. Information collated for Board Deck.

## Outstanding Items & Imminent Deliverables

- **Cleansing (NB/DP & RB)**
  - **Dummy/ADJ\_PC Balances:** All balances cleared in all currencies at P9 period end
  - Majority of actions completed, configuration changes for remainder in AMC, needs to be tested and moved through the system
  - Document needs to be written and approved, currently in process, clearing of open items needs to start now.
- **Alloc8 (BW and AC)**
  - Alloc8 Consultant came on site 16<sup>th</sup> October
  - Initial config checks ok but testing only valid with migrated open items; ECC cash issue preventing end to end test.
- **Reporting (DP, SP, AC and RB)**
  - Last 4 months SAP transactions reviewed and cross-referenced against list from business
  - BPC Reporting draft one pager been distributed by DP Business Functions for New GL Content: approach agreed; SAP to start build next week
- **Key Imminent Deliverables**
  - Communication Strategy incl TNA required by 31 Oct.
  - Cleansing strategy required by 31<sup>st</sup> Oct
  - Open items needs to start ASAP
  - Agree and sign off BBP for Interfaces and Reporting ASAP

PROJECT NAME: 1174 Financial Transformation (Full Contract Ledg)		GATEWAY 4: AUTHORISING GO-LIVE	
Project Manager: J.Parkinson			
Start/End Dates			
Deliverables			
1. The Project Plan, Governance Plan	✓	✓	
2. Risk Register	✓	✓	
3. Business Requirements	✓	✓	
4. Business Requirements	✓	✓	
5. Business Requirements	✓	✓	
6. Business Requirements	✓	✓	
7. Business Requirements	✓	✓	
8. Business Requirements	✓	✓	
9. Business Requirements	✓	✓	
10. Business Requirements	✓	✓	
11. Business Requirements	✓	✓	
12. Business Requirements	✓	✓	
13. Business Requirements	✓	✓	
14. Business Requirements	✓	✓	
15. Business Requirements	✓	✓	
16. Business Requirements	✓	✓	
17. Business Requirements	✓	✓	
18. Business Requirements	✓	✓	
19. Business Requirements	✓	✓	
20. Business Requirements	✓	✓	
21. Business Requirements	✓	✓	
22. Business Requirements	✓	✓	
23. Business Requirements	✓	✓	
24. Business Requirements	✓	✓	
25. Business Requirements	✓	✓	
26. Business Requirements	✓	✓	
27. Business Requirements	✓	✓	
28. Business Requirements	✓	✓	
29. Business Requirements	✓	✓	
30. Business Requirements	✓	✓	
31. Business Requirements	✓	✓	
32. Business Requirements	✓	✓	
33. Business Requirements	✓	✓	
34. Business Requirements	✓	✓	
35. Business Requirements	✓	✓	
36. Business Requirements	✓	✓	
37. Business Requirements	✓	✓	
38. Business Requirements	✓	✓	
39. Business Requirements	✓	✓	
40. Business Requirements	✓	✓	
41. Business Requirements	✓	✓	
42. Business Requirements	✓	✓	
43. Business Requirements	✓	✓	
44. Business Requirements	✓	✓	
45. Business Requirements	✓	✓	
46. Business Requirements	✓	✓	
47. Business Requirements	✓	✓	
48. Business Requirements	✓	✓	
49. Business Requirements	✓	✓	
50. Business Requirements	✓	✓	
51. Business Requirements	✓	✓	
52. Business Requirements	✓	✓	
53. Business Requirements	✓	✓	
54. Business Requirements	✓	✓	
55. Business Requirements	✓	✓	
56. Business Requirements	✓	✓	
57. Business Requirements	✓	✓	
58. Business Requirements	✓	✓	
59. Business Requirements	✓	✓	
60. Business Requirements	✓	✓	
61. Business Requirements	✓	✓	
62. Business Requirements	✓	✓	
63. Business Requirements	✓	✓	
64. Business Requirements	✓	✓	
65. Business Requirements	✓	✓	
66. Business Requirements	✓	✓	
67. Business Requirements	✓	✓	
68. Business Requirements	✓	✓	
69. Business Requirements	✓	✓	
70. Business Requirements	✓	✓	
71. Business Requirements	✓	✓	
72. Business Requirements	✓	✓	
73. Business Requirements	✓	✓	
74. Business Requirements	✓	✓	
75. Business Requirements	✓	✓	
76. Business Requirements	✓	✓	
77. Business Requirements	✓	✓	
78. Business Requirements	✓	✓	
79. Business Requirements	✓	✓	
80. Business Requirements	✓	✓	
81. Business Requirements	✓	✓	
82. Business Requirements	✓	✓	
83. Business Requirements	✓	✓	
84. Business Requirements	✓	✓	
85. Business Requirements	✓	✓	
86. Business Requirements	✓	✓	
87. Business Requirements	✓	✓	
88. Business Requirements	✓	✓	
89. Business Requirements	✓	✓	
90. Business Requirements	✓	✓	
91. Business Requirements	✓	✓	
92. Business Requirements	✓	✓	
93. Business Requirements	✓	✓	
94. Business Requirements	✓	✓	
95. Business Requirements	✓	✓	
96. Business Requirements	✓	✓	
97. Business Requirements	✓	✓	
98. Business Requirements	✓	✓	
99. Business Requirements	✓	✓	
100. Business Requirements	✓	✓	

# Highlights of your quality approach from the 10 Quality Principles

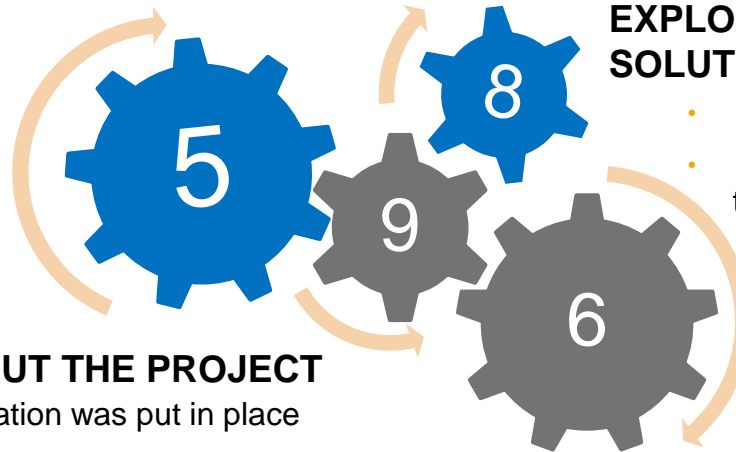
## SAP Quality Principles

### STAFF THE PROJECT WITH SUFFICIENTLY COMPETENT AND MOTIVATED PEOPLE

- Best SAP NewGL resources
- Best Amey Business resources
- Empower main stakeholders
- One team ethos

### IDENTIFY AND MANAGE RISKS THROUGHOUT THE PROJECT

- All the risks were identified early and proper mitigation was put in place
- There were additional SAP services provided to identify any outstanding risks



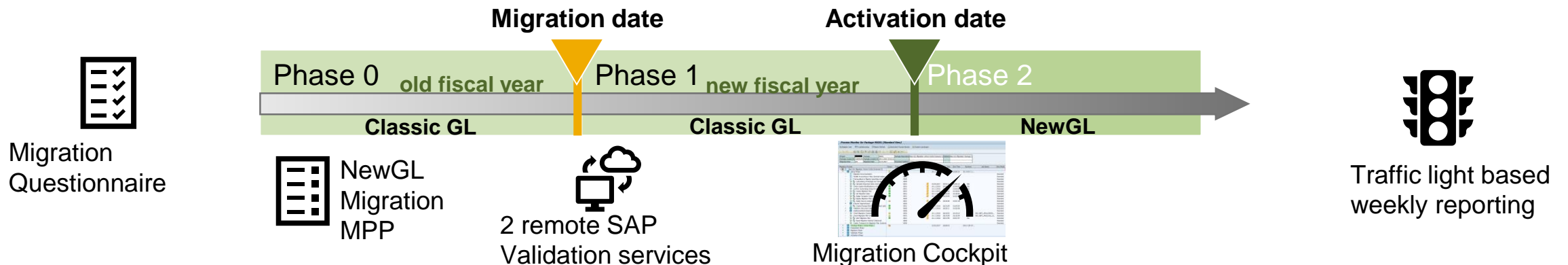
### EXPLOIT STANDARD SOFTWARE USING SOLUTION AND DELIVERY BEST PRACTICES

- The approach was always Fit to Standard
- SAP Methodology and Tools were used throughout the Project

### ENSURE TIMELY DELIVERY AND EFFECTIVE TRACKING

- Weekly tracking of all issues and risks to ensure timely close out
- Main stakeholders actively involved during the Project

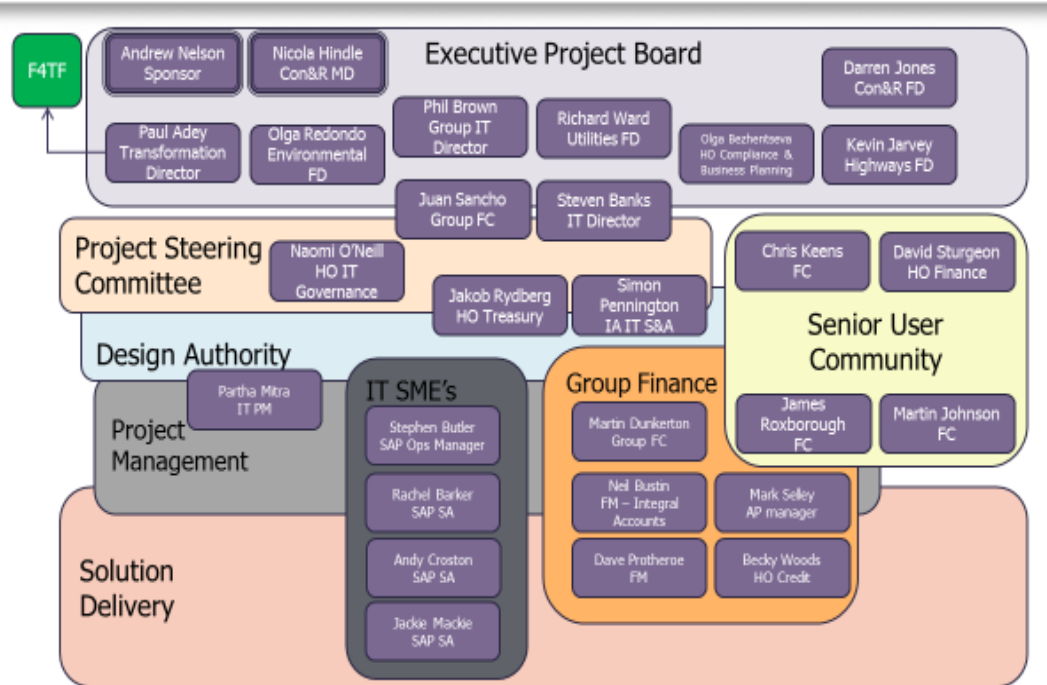
## Methodology and tools





# Highlights of your quality approach from the 10 Quality Principles

## Financial Transformation – Amey Project Org



Tuesday 27<sup>th</sup> March

Gordon House  
Sceptre Way  
Bamber Bridge  
Preston  
PR5 6AW

Thursday 22<sup>nd</sup> March

The Sherard Building  
Edmund Halley Road  
Oxford  
Oxfordshire  
OX4 4DQ

Wednesday 28<sup>th</sup> March

Buchanan Gate  
Glasgow  
G33 6FB

Monday 26<sup>th</sup> March

Colmore Plaza,  
20 Colmore Circus  
Queensway  
Birmingham  
West Midlands  
B4 6AT

- c. 160 attendees for the webinars
- c. 45 people attended the drop in sessions
- 25 emails [FCL-FAQ@amey.co.uk](mailto:FCL-FAQ@amey.co.uk)
  - Process and transactions
  - Yammer #realtimereporting ongoing training/process updates available
- Training material and videos provided
- CFO Video

# Explain how the project was innovative?

The project was primarily an enabler for future innovation based on having an accurate Profit centre financial position (not 100% possible on Classic GL). Areas in particular are around AR and AP.

- Cash allocation – matching cash to AR invoices used ML
- Current in flight RPA initiatives based on underlying data and process from FCL – 45 process opportunities identified. Potential FTE reduction 73 - 35

Enhanced process outcomes		Improved first time processing – Data and Validation improvements
Enhanced process outcomes	Productivity	Reduced processing cycle times – Automation triage and Process
Enhanced Process Outcomes	Productivity	Reduced intervention to correct – Highlighted errors in process
Enhanced Process outcomes	Cost reduction	More PO processing capacity at lower cost
Enhanced Process outcomes	Quality	Elimination of errors and potential for fraud – Validation of key data
Productivity		Mitigating effects of labour attrition & employee absence
Operational & commercial flexibility	Productivity	Solving holiday and any labour gaps - Scale and control
Operational & commercial flexibility		24x7 service availability, unlimited linear scalability

# Rapid Time to Value and TCI/TCO

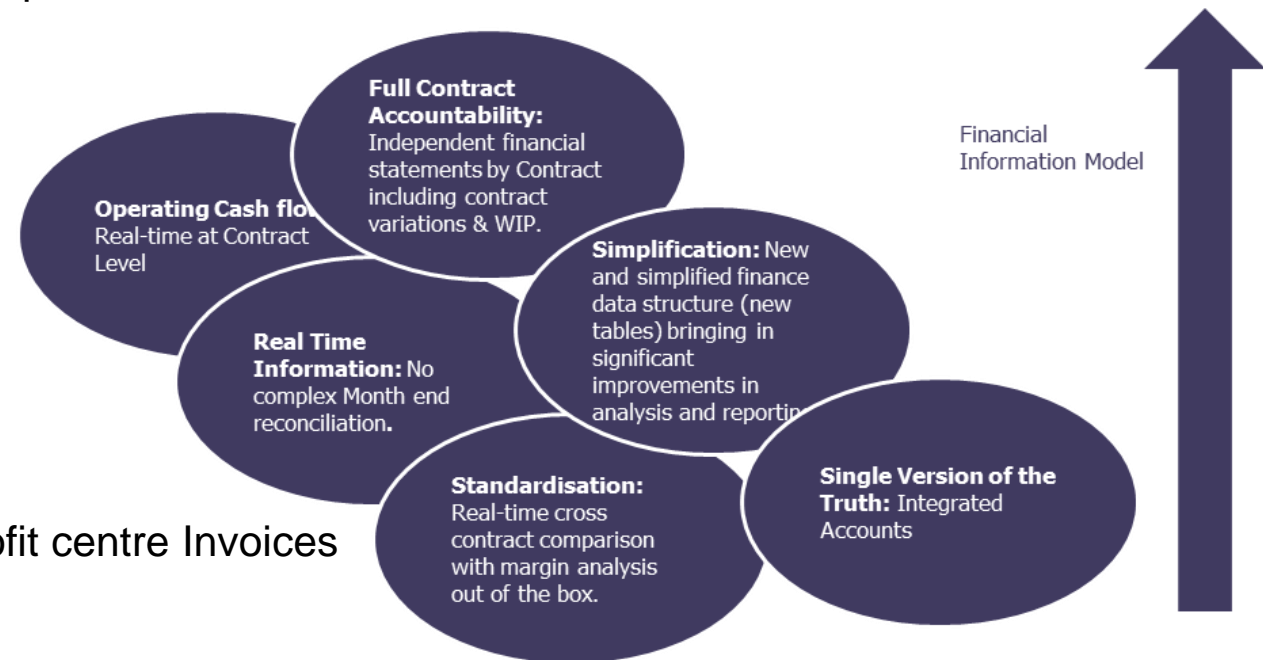
- Initiatives to drive down the software-to-services ratio and reduce total project costs
  - Blend of internal/External for example Reporting £70k saving
  - Open Item Clearing Program 10+M to c. 1M
- Initiatives to increase the speed of implementation
  - Pre Migration Questionnaire, Migration Cockpit (only available from SAP), Scenario and test Validation (Walldorf team). FBCB tool for balance transfer.
- How you monitored and controlled time, budget and scope against plan
  - Continuous scope focus!!! Fit 2 Standard approach. DA and Project Board adherence to scope. S4 focused hence laser focus on WRICEF.
  - Internal Governance with PFO
  - SAP NEW GL Council

# Key Challenges and Success Factors

- Real time debtors/creditors/VAT with line item detail and report drill through
- Document Splitting
- C. 400 business process tested, 4 rounds of testing, 100+ interfaces analysed and FCL compliant, new Retentions now with Contract PC, 80 BW reports amended, reduction in bespoke reports
- Cleansing c. 11m open items reduced to c. 1m
- c. 130 Company Codes migrated
- 1200+ Profit centres migrated
- c. 5.2m financial accounting line items migrated

- Alloc8 – FCL compliant, cash allocated across multiple Profit centre Invoices
- BI – real time reports, BPC now from FCL not just PCA

- Reduction in annual upgrade costs c. 20% due to the removal of bespoke elements and reports
- Significant reduction in future projects effort due to interface library and testing scripts reuse. Example was the implementation of SAP Concur with 30% reduction in testing efforts.



# Key Challenges and Success Factors

## Key challenges faced

- Time!!!
- Landscape (BAU)
- Open Items 10m+

## Key lessons learnt

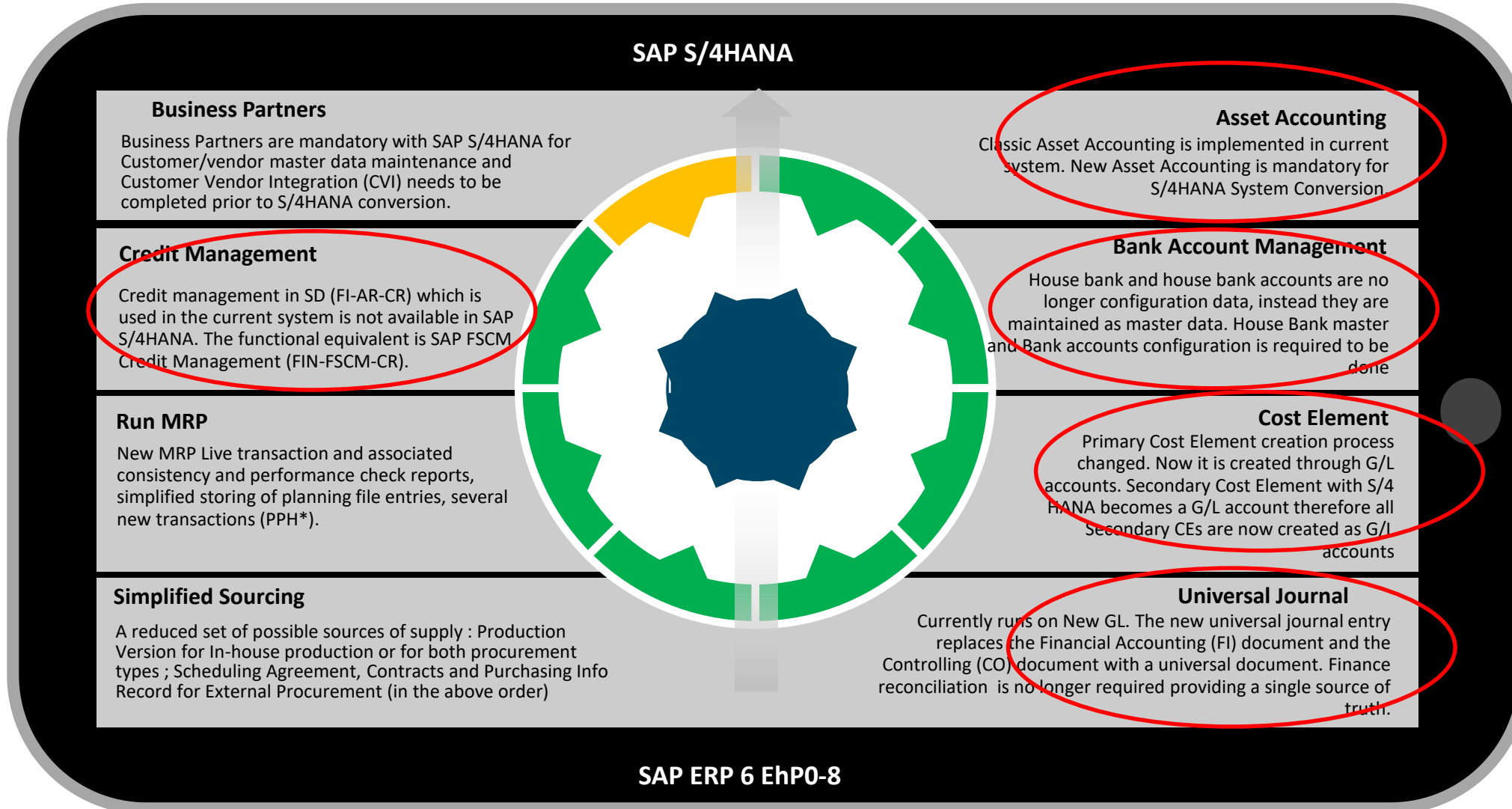
- Automated Testing (Potential RPA use case)
- Training – SAP training course for identified key business Project resources
- Don't be afraid to change..

## Key contributors to the success of your project

- The right partner
- Empowered teams
- Executive Stakeholder Engagement

# Business Case and Actual Business Benefits

## Future business benefits planned

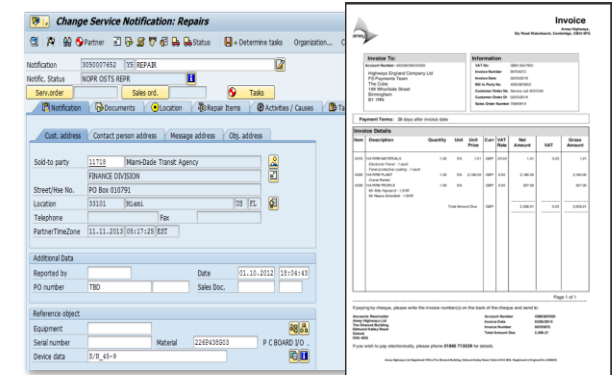
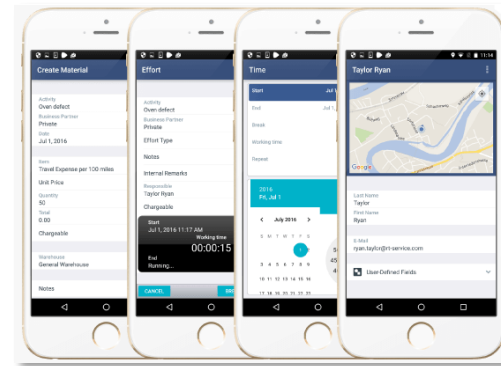
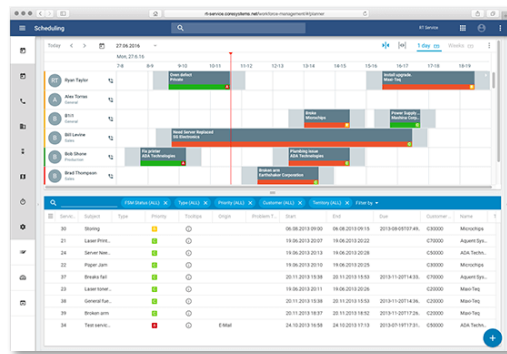
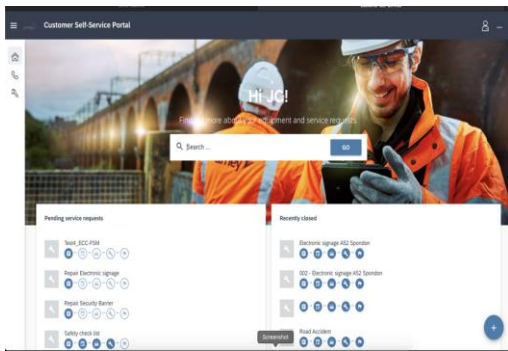


# Business Case and Actual Business Benefits

## Future business benefits planned

Bringing the Back office to the Front Office

**SAP FSM, C4C and Qualtrics**



Receive Works Order

- Direct
- Self-Service
- IoT Device

Schedule Gang

- Right Place
- Right Time
- Right Skills

Carry out Job

- Zero-Code Safety
- Digital Job-sheet
- Electronic Evidence

Bill for Job

- Backoffice integration
- Seamless O2C
- Client Billing

# Thank you.

Contact information:

**Simon Pennington**

Head of IT

The Sherard Building | Edmund Halley Road | Oxford Science  
Park | Oxford | OX4 4DQ

Phone number: 07725 445690



If you wish to measure your company's performance versus 10,000s of industry or geographical peers, please access [SAP Value Lifecycle Manager](#).

THE BEST RUN 