



Capgemini and  
Leading European  
Forest Products  
Manufacturer partner  
to close faster and  
perform better

## The Fast Close Project

**Together, a leading European Forest Products Manufacturer and Capgemini have dramatically reduced the cost and number of days needed to publish accurate financial reports. The success of the project has enabled our client to increase their focus on value-adding activities, strengthening their appeal to market investors.**

The ability to produce financial reports quickly and accurately is crucial for every stock-listed company's success. Leaders require fast access to the right information, to enable informed value-driven decisions. Externally, timely publication of high quality financial data encourages investor confidence, demonstrates stability and helps attract new investment. Together, robust financial performance and strong market reputation fuels business growth and helps build a higher profile to showcase goods and services.

Given the hyper-competitive nature of the paper products industry and the need to continuously evolve and innovate, the ability to make the right decisions and raise capital as needed is critical. However, producing high-quality financial reports in a timely manner is a huge drain on resources and requires coordination and standardization across many departments, regions and time zones.

Capgemini partnered with a leading European forest products manufacturer to engineer and implement a Fast Close program. Within approximately 18 months, the team was able to cut the close period from 11 to 5 days, with a 2.3 day hard close in SAP, while reducing errors and discrepancies by 80%. The transformation of this process provided decision makers with real-time access to financial data, at the same time enabling our client to confidently report on its performance in a timely manner.

## The Solution

Capgemini's Global Enterprise Model (GEM) provided an industrialized, yet flexible transformation methodology to engineer and deliver a robust Fast Close solution for our client, a leading European Forest Products Manufacturer.

### Eliminate waste, variances and discrepancies

Before implementing the Fast Close, our client's 48 entities reported on average 14 discrepancies in month's end financial reports. Additional waste and process variances were uncovered during Capgemini's benchmarking assessment — a key element of GEM. To eliminate this and reduce the number of discrepancies, our team implemented Lean and Six Sigma to several project streams. They also reduced the number of exceptions and set up global rules, stabilizing processes.

### Centralized General Accounting Help Desk

A general accounting help desk was established at the Capgemini BPO center in Poland to serve a centralized controlling and support function as well as an agent of change. The help desk is manned by a highly experienced and committed team of accounting professionals from a variety of accounting disciplines (e.g., GL, AP and AR).

### Dedicated workload management tool

Capgemini also implemented a dedicated workload management tool, allowing tasks to be assigned to specific team members, who tracked progress. This allowed us to more effectively monitor each team's performance and generate accurate statistics and reports. It also served as a platform for continuous performance improvement.

### Reconciliation Tool

To speed up certain sub-processes, the team implemented the CAPEX Reconciliation Tool, enabled by SAP scripts. The technology provided necessary automation, increasing speed without sacrificing quality. The processes are continuously audited to ensure high quality and faultless performance.

### The power of Rightshore®

After auditing and realigning task assignments, Capgemini leveraged the different time zones across its globally integrated Rightshore® Delivery Network to bring tasks and finish times forward, and to perform preparatory work much earlier. This reduced time pressure immediately prior to the close period. By distributing work more evenly, Capgemini and our client significantly reduced the number of discrepancies. What's more, by dividing tasks between two delivery centers — India and Poland — the working day was extended to ensure a greater volume of work could be performed.

## The Result

The Fast Close Project has demonstrated the value of a true collaborative partnership, by using the combined skills of the extended Capgemini team to enable our client to publish financial reports faster than previously possible, with greater accuracy. For our client, who prides themselves on delivering high-quality products, this improvement undoubtedly helped increase the value of their brand, investor appeal and their ability to lead in a highly competitive market.

- Process completion achieved over 50% faster than before
- Time taken to achieve Period End Closing reduced from 11 days to 5 days
- Time taken to achieve "hard close" reduced to 2.3 days
- Number of discrepancies reduced by 80%
- Reconciliation time reduced from 6 days to 1.5 days
- Success and subsequent building of trust resulted in over 50 additional entities joining the program

## About Capgemini

With more than 125,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services.

The Group reported 2012 global revenues of EUR 10.3 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at  
[www.capgemini.com](http://www.capgemini.com)

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