

# Centrica drives the digital energy experience

By partnering with Capgemini to implement the SAP S/4HANA digital platform, Centrica prepares for the increasingly digital future of energy.

## Partnership built upon previous success

As a major energy and services provider in the UK, Ireland, and North America, Centrica plays a key role in the lives of millions of people and businesses. As a result, the ability of the organisation to adapt and evolve as the energy industry changes is of critical importance. With this in mind, Centrica identified the opportunity to enhance its digital infrastructure and software to become more agile and prepared for innovation while also reducing costs. To do this, the business needed the most modern platform available to make its vision of a fully digital, agile, and global enterprise a reality.

This understanding and the desire to offer best-in-class services led Centrica to identify SAP S/4HANA technology as the best solution available for its corporate systems. However, for a transformation project of such scale, the organisation wanted a partner that had experience with global implementation of SAP solutions and that could work with its associated third-party suppliers to implement the new technology. In addition, this project would be part of a wider digital transformation, and so Centrica needed the new SAP platform to fit smoothly with its existing and developing operations.

## Overview

**Client Name:** Centrica plc

**Region:** Global rollout

**Sector:** Energy and Utilities

**Client Challenges:**

Centrica needed a set of core technologies as the foundations for the new-look, agile enterprise and chose SAP Business Suite 4 on HANA (S/4HANA) to be at the heart of the global solution set

**Solution:** Capgemini enabled Centrica to transition quickly to the SAP S/4HANA platform with minimal disruption to the business, ensuring a best-in-class customer experience and opening up avenues for process optimisation

**Benefits:**

- Pre-delivery analytical tools enable understanding of impact and smooth implementation
- Greater insight into and exploitation of Centrica's global data to enhance and simplify its business processes in real-time
- Significantly improved speed of financial processing
- Enabled the business process transformation activities



Centrica selected Capgemini as its strategic partner and a trusted advisor for the project. This partnership had its roots in Capgemini's unique transformation methodology, its insights into the energy industry, and its unique level of experience working with and applying SAP solutions. In addition, Centrica made this selection because of the existing relationship with Capgemini; in 2016, they had previously moved Centrica's corporate estate onto the SAP Business Suite on HANA platform, which involved a complete database conversion. The success of this past project encouraged the partners to continue forward with the next step in Centrica's finance transformation programme.

### **Advancing Centrica's digitalisation journey**

Together, Centrica and Capgemini developed a robust approach that would implement SAP S/4HANA within an aggressive 22-week timeline. This made the ambition of both organisations clear, as this platform had only recently been developed and so had not been implemented in more than a few cases. In fact, this project represented one of the first implementations of S/4HANA within the UK. However, Capgemini was one of the few organisations that possessed both a strong relationship with SAP and experience with its newest technology, making the challenging timeline feasible.

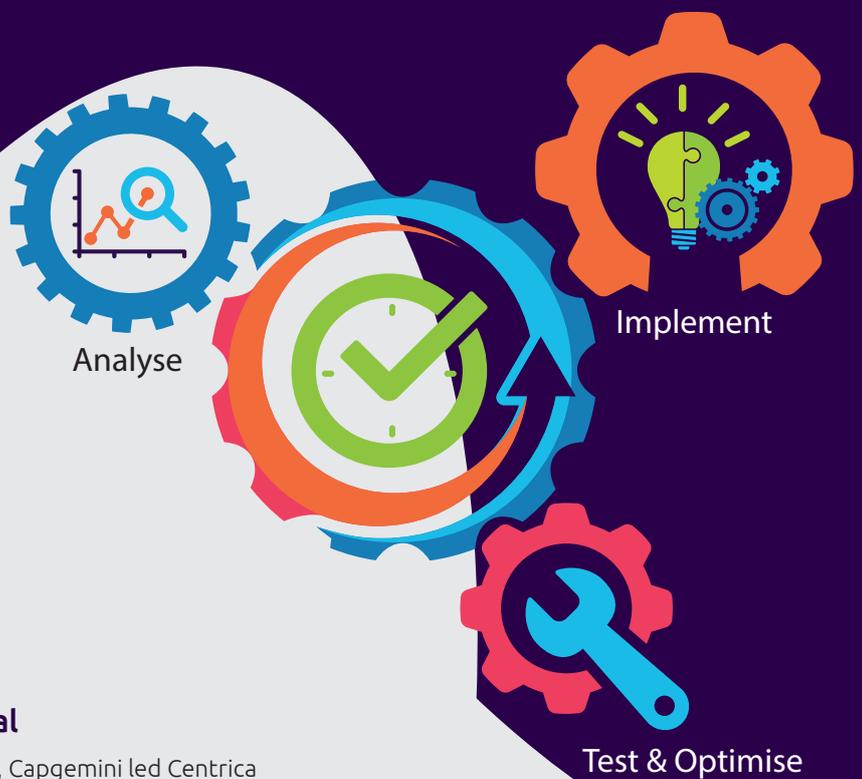
In addition to managing an extremely rapid delivery, Centrica and Capgemini had to coordinate and work with third-party suppliers, while also maintaining the existing live platform software and infrastructure. Meanwhile, the S/4HANA implementation needed to link with other elements of Centrica's digital transformation, such as SAP Ariba.

Finally, Centrica would need to understand how to properly use the solution to take full advantage of the technology. As Capgemini prepared to undergo the delivery of a new, best-in-class digital platform, it took all of these challenges into account in order to develop an approach suited to Centrica's unique needs.

*"The real benefit is that Centrica can now exploit S/4HANA to bring its global finance data together through Centrica Finance to enhance financial planning, simplify accounting and financial close processes, automate processing, and a lot more."*

**Andrew Rabey**

*Programme Delivery Director  
at Centrica*



The Capgemini delivery team, taking advantage of the unique Rightshore™ approach, implemented a complex technical upgrade that not only evolved Centrica's digital preparedness but was also fitted to the organisation's overall transformation approach. By coordinating with third-party suppliers and adjusting the solution to new and existing operations, Capgemini demonstrated a key ability to adapt SAP technology to the needs of its clients.

### Getting ready for the new age of digital

To ensure the effective implementation of S/4HANA, Capgemini led Centrica through a multi-stage approach to implementation, testing and analysis to mitigate the risk. This began with Capgemini applying its unique set of tools to provide greater insight into the effects of the project. These tools performed an impact analysis prior to the launch of the transformation project, enabling Capgemini to provide Centrica with a detailed description of how its operations, programmes, and code would change with the S/4 platform. This unique level of insight enabled Centrica to ensure stakeholder support from the very beginning by inspiring confidence in both the upgrade and the chosen approach.

Following the pre-implementation analysis, Capgemini performed an early upgrade of a simulated environment and used it to run workshops with business stakeholders, which not only provided stakeholders with early visibility into the new system but also helped garner the support required in later stages of the project. This facilitated the User Acceptance Testing and sign-off phase, during which Capgemini achieved stakeholder support thanks to the substantial levels of insight it had provided.

With buy-in from Centrica stakeholders, Capgemini then developed and delivered four implementations of the S/4HANA upgrade, each of which were tested in different environments. Those implementations were followed by two dry runs to simulate the go-live. This extensive testing ensured that the platform could be implemented within a narrow delivery window that minimised disruption of business operations. Additionally, pre-delivery testing ensured that any issues or bugs were discovered and addressed ahead of the actual launch. This included the creation of additional tools that would replace third-party programmes.

Finally, Capgemini supported Centrica with employee training to provide the education that they needed to be comfortable with the new platform when it was officially launched in March 2018. All of this preparation led to a smooth release of the SAP S/4HANA platform to 2,000 employees without a single high priority incident reported, resulting in a customer satisfaction score for the project of 4.33 out of 5.



By using its unique methodology and developing an innovative set of analytical tools, Capgemini delivered a global digital transformation that minimised disruption to Centrica's critical finance operations. With the implementation of SAP S/4HANA in coordination with the rest of its digital transformation programme and the operations of its third-party suppliers, Centrica has prepared itself for the digital future of energy. The organisation is now prepared for a wider range of applications and digital opportunities, which will enable Centrica to incorporate new digital innovations into its operations with fewer disruptions, resulting in a best-in-class customer experience.

## A collaborative approach

By combining Centrica's industry knowledge and ability to gather stakeholder support with Capgemini's technical expertise and transformation methodology, the partners accomplished a success that alone would have been more difficult to achieve. Now, Centrica is prepared as a global organisation for the ever-changing digital world of the energy and services industry while Capgemini is poised to build upon its success with this project by continuing to provide its clients with innovative transformation solutions.

For more information on this project, please contact:

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## About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organisations to realise their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of more than 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

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## About Centrica plc

Centrica plc is an international energy and services company. Everything the organisation does is focused on satisfying the changing needs of its customers. Through its innovative approach to energy services, Centrica is well placed to deliver for its customers, shareholders and for society.

