Capgemini

With the SAP S/4HANA platform, Yorkshire Water develops a foundation for the future

Yorkshire Water works with Capgemini to transition from a heavily customised SAP estate to an updated SAP S/4HANA platform in order to simplify and standardise processes and create the opportunity to improve data-based insight

Overview

Client: Yorkshire Water

Region: UK

Sector: Energy and Utilities

Client Challenges: Yorkshire Water wanted to update its highly customised SAP estate onto the newest version of the SAP S/4HANA in order to simplify and standardise its processes, improve data quality, and prepare for the potential of a challenging price review

Solution: By partnering with Capgemini, Yorkshire Water implemented the SAP S/4HANA platform, thereby standardising processes supporting the SAP estate and preparing for a new decade of service and innovation

Benefits:

- Improved operational efficiency
- Enhanced data quality
- Lower maintenance costs
- New capabilities supported a simplified digital core

Simplifying an SAP estate

Every day, Yorkshire Water provides 1.24 billion litres of drinking water and sewerage services to around five million domestic customers and 140,000 business customers. By providing support for such a core part of life, the organisation understands the commitment it has taken on as well as the incredibly high expectations it must meet. So, when Yorkshire Water began examining its internal-facing processes, it was not fully satisfied with the success of its existing systems. Instead, it saw opportunities for improvement that would trickle down to its customers through better operational effectiveness.

At the heart of this program of self-improvement was Yorkshire Water's existing SAP estate, which had been highly customised in order to meet the business' unique requirements. While this approach had fit Yorkshire Water for years, it had resulted in a loss of standardisation, insufficient data quality, and a significant challenge for future updates, which would have to grapple with all of the unique modifications. When a new update to the SAP S/4HANA ERP platform was released, the organisation saw its chance to better prepare for the future by reducing customisation within its digital processes and introducing new capabilities that would shrink the core of its SAP platform by leveraging Software-as-a-Service tools and components and SAP Fiori applications.

But considering the obstacles that this project would present and the potential for long-term impact, most notably in the expectedly challenging 2019 price review that would play a key role in determining its business plans for the next five years, Yorkshire Water understood that it needed access to a high degree of technical and industry expertise to complete the transition smoothly. The business launched an RFP process with four companies, which were each asked to design a portion of the high-level process. Based on its experience working with each potential partner, the organisation chose Capgemini to execute the entirety of the high-level transformation process.

Collaborative transformation planning

With the launch of the partnership, Yorkshire Water and Capgemini immediately entered a detailed planning process. This began with the decision that the transformation would incorporate six different streams – Account to Report, Procure to Pay, Hire to Leave, Asset Planning to Operational Asset, Plan to Manufacture, and Sundry Sales to Cash – simultaneously. The partners then set up and managed a series of workshops that involved key Yorkshire Water stakeholders and users. By doing so, the partners were able to develop a comprehensive view of the existing estate and its associated processes. Using this knowledge, Yorkshire Water and Capgemini finalised a transformation plan that would see the project concluded in 2019.

While Capgemini developed the design, and built out the solution to fit Yorkshire Water's objectives and vision, Yorkshire Water took ownership over the necessary business changes and data migration. Despite this separation of scopes, the partners coordinated throughout the project. For example, Capgemini worked closely with Yorkshire Water's SAP Centre of Excellence (CoE) to ensure that the technical solution and the cultural changes moved forward cohesively.

A foundation for innovation

Working together, Yorkshire Water and Capgemini introduced the SAP S/4HANA ERP platform in addition to the SAP Cloud platform and software-as-a-service solutions Success Factors and Ariba. With this new platform, Yorkshire Water has vastly simplified its estate while standardising the processes connected to its SAP technology. Of equal importance was the opportunity for data enhancement provided by this project. Working with Eutopia and with additional support from Capgemini, Yorkshire Water launched a widespread data cleanse and migration that has led to greater insights throughout the organisation.

With SAP S/4HANA, Yorkshire Water is poised to start the new decade with a focus on further innovation. Already, the organisation has developed and rolled out a number of mobile applications and, with its new ERP platform, it is ready to further expand its mobile capabilities. Among the new capabilities supported by the S/4HANA platform are SAP Integrated Business Planning (IBP) for sludge processing, which uses the Internet of Things (IoT) to better manage and more accurately price wastewater services, greater monitoring and control of investment in corporate schemes to deliver improved cost transparency for regulators, and a new quotation solution that has improved the customer experience for developer services.

In addition, Yorkshire Water's recently enhanced ability to gain data-based business insights will allow Yorkshire Water to make future developmental decisions with a clearer understanding of which projects would have the greatest benefit. Drawing upon SAP S/4HANA as their foundation, these new capabilities promise to better enable Yorkshire Water to fulfill its 2019 price review commitments as part of creating an ever-brighter future of effective water services.

About Capgemini

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. The Group 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 organizations to realize 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. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion.

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