

SAP Implementation Strengthens Financial Management in Government for Norway

Capgemini helps transform a government agency into a modern and efficient supplier for public sector customers

The Situation

As more and more governments across the world seek to adapt systems and processes in order to modernize delivery of services, many are turning to Capgemini for strategic, technical and practical support. The Norwegian Government Agency for Financial Management (SSØ) is no exception. The Agency sought to modernize its IT systems to provide more efficient services to the management and end-users but didn't have the internal resources and capabilities to implement a new solution.

The Solution

Capgemini was chosen to implement technical solutions that would enable SSØ to provide all HR and payroll services to the government sector. The project was named OPAL and the solutions were based fully on an SAP platform, for which Capgemini had demonstrated convincing implementation skills and knowledge base. Capgemini also won the license fees to continue the program implementation for SSØ.

The Result

From being an outdated government agency with paper-bound financial management practices and practically no SAP competencies, Capgemini helped transform SSØ into a modern and attractive supplier for government sector customers. SSØ currently delivers efficient HR and payroll services to 250 government customers with more than 65,000 employees and 70,000 temporary workers.

How SSØ and Capgemini Worked Together

Capgemini partnered with SSØ to implement the OPAL project and set up the SAP platform on which the HR solutions were to be based. This was particularly challenging in the early stages of the project as the team had to build SAP competencies from scratch with no skilled personnel to bank on. At the same time, SSØ

“We appreciated Capgemini's collaborative way of working and the skills and competencies they provided for this project.”

**Rolf Christiansen,
Deputy Director General,
SSØ**



had to transform an old government agency into a customer-oriented services center.

In a highly collaborative engagement, Capgemini consultants not only delivered services specifically related to the OPAL solution itself and to subsequent implementations, but ensured the transfer of knowledge required to get SSØ started on the road to building the necessary processes and technical competencies internally. The knowledge transfer facilitated by this approach will give the Agency the capabilities it needs to be self sufficient in maintaining its new system in the years ahead.

Tailored solution

As a multiple times winner of the SAP Award of Excellence, Capgemini was well placed to tailor the SAP HR-based solution specifically for governmental needs. The project used standard SAP functionality and modules as a foundation for a fully government-adapted solution, which meets the unique requirements and specific legislative needs of the sector.

Capgemini staffed the project with both SAP and HR skilled consultants, and over a period of several years, created the IT solutions foundation that has enabled SSØ to deliver high quality services to its government sector customers such as:

- payroll management
- public reports
- travel invoices
- account balancing
- human resources management
- advisory services with regard to regulations
- user support and training.

In addition, SSØ is now able to dedicate itself to its “green government” goals by actively working to reduce environmental disintegration. Through the technology integral to the IT solutions, SSØ has reduced paper usage by making more than 1.2 million salary and travel invoice slips available on a secure online portal.

As a result of Capgemini’s focus on the very specific needs of SSØ combined with a deep understanding of the

challenges facing government and public sector organizations in general, the Agency is able to live up to the declared aspirations of the Norwegian Ministry of Finance to “strengthen financial management within public sector activities and improve resource efficiency within the area”. Capgemini demonstrated high levels of client intimacy over the several years of the project and exhibited a tenacious approach to the challenge of balancing customer satisfaction with large-scale standardization

The project illustrates the manner in which the public sector can be successfully transformed by adopting sustainable, standardized, and cost-effective practices that can meet customer expectations while benefiting the government at large.

The SSØ’s Deputy Director General, Rolf Christiansen comments:
“Transforming a somewhat ageing government agency into a customer-oriented services center is a long and ongoing journey. It is important as well as challenging for us to get our government customers to use more of our value-added services (governance information) for aspects such as analytics. In using these services, our customers will not simply be taking on an IT project, but will benefit from a more holistic approach that looks into their whole organization, processes and change management enabled by our IT solution.”



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Capgemini, one of the world’s foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies.

Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working - the Collaborative Business Experience® -

and through a global delivery model called Rightshore®, which aims to offer the right resources in the right location at competitive cost. Present in 36 countries, Capgemini reported 2007 global revenues of EUR 8.7 billion and employs over 83,000 people worldwide.

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Technology Services
Finance & Employee Transformation
SAP

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In collaboration with



The Norwegian Government Agency for Financial Management (SSØ) provides shared financial and HR services to around 400 government organizations—or some 50% of all governmental institutions accounting for 70% of all government employees—

across various Norwegian ministries. These services include systems and services within accounting, budgeting, wages and human resources. SSØ is also responsible for certain central activities transferred from the Ministry of Finance. These include the state account, cash system, and administration of regulations for financial management in the central government.