



ASUG



June 7, 2022






# ASUG NEW ENGLAND CHAPTER MEETING

SPRING 2022

Concur and S/4HANA connectivity –  
Maximizing the value of SAP  
ICS Connectors



# Agenda

01	 Introductions
02	 Our Client – At a Glance
03	 Challenges, Key Considerations, and Lessons Learned
04	 Concur and SAP ICS - Live Demonstration
05	 Questions and Answers

# Meet the Genesis Team



**Nick Coticchia**  
*COO, Genesis*

## Experience:

- Over 20 years of experience in SAP who specializes in leading modernization and ERP transformation initiatives for complex financial, supply chain, logistics, sales and marketing, and manufacturing business operations.
- Certified SAP Activate Agile Project Manager, Certified Scaled Agile Framework (SAFe 5) Agilist (SA), Certified Scrum Master (CSM), Certified PMP, and ITIL v3

**Clients:** Sargento Cheese, Gore, Panasonic NA, Fairfax County, Monroe County, Minneapolis Public Schools, Fulton County Schools, Loudon County Water, State of Florida, USDA, NASA

**Fun Fact:** Former College Hockey player still hanging on in Men's League and knows his way around horse barns



**Mark Block**  
*SAP Concur Delivery Lead*

## Experience:

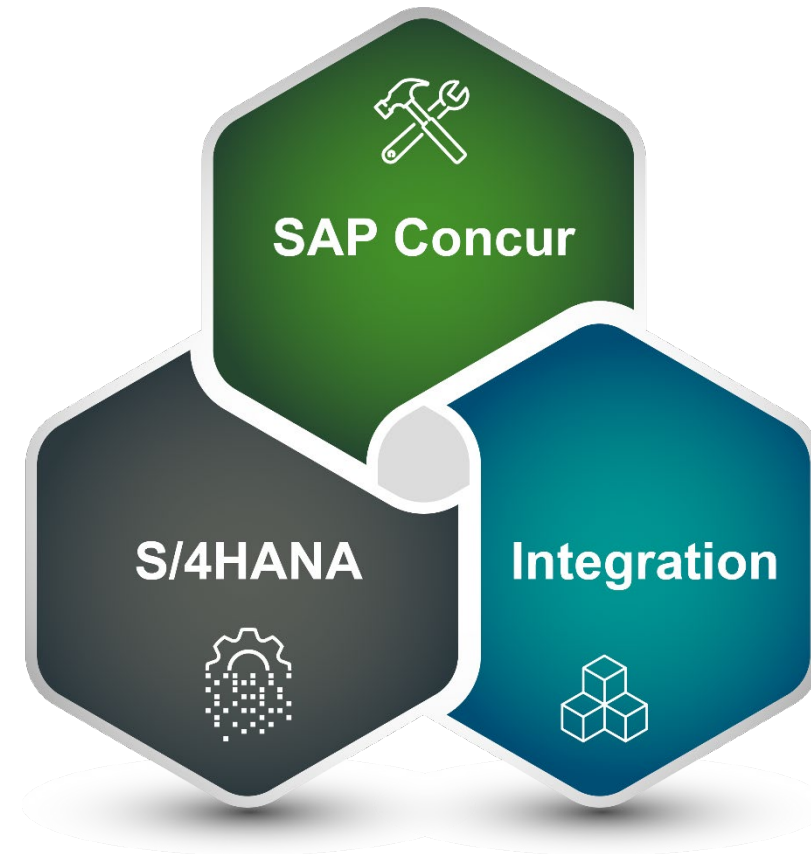
Over 20 years of IT experience within multiple areas in SAP. His areas of expertise are Concur Delivery (Expense, Travel, Invoice) in capacities of Solutions Architect, Project Manager, Functional Consultant, and Test Lead. Additional Professional experience in Project Management and Business Systems Analysis.

Certified Project Management Professional (PMP)

**Clients:** Fulton County Schools, Indivior, Akamai Technologies, Bayer, Datasite, US Army, Department of Education, Internal Revenue Service, PBGC, Social Security Administration, California College Systems.

**Fun Fact:** Aspiring Scuba Diver and Shade Tree Mechanic

# Our Client – At a Glance





# Fulton County Schools

Where Students Come First



**SAP S/4HANA**  
and Concur  
Fulton County schools

## EMPLOYEES



MORE THAN  
**10,900 FULL-TIME PERSONNEL**  
MORE THAN  
**6,900 CERTIFIED PERSONNEL**  
(those who hold teaching or administrative certifications)

## BUDGET

<b>FY21 General Fund Budget</b>	\$1,096,424,420
<b>FY21 Cost Per Student</b>	\$11,925
<b>FY21 Tax Levy</b>	
Maintenance & Operations	17.590
Debt Service	0.000
<b>Total</b>	<b>17.590</b>

## SYSTEM-WIDE ENROLLMENT

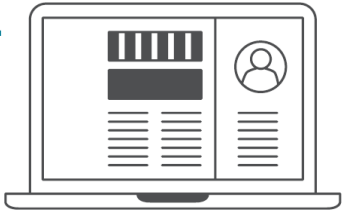
**94,400**  
(Projected)



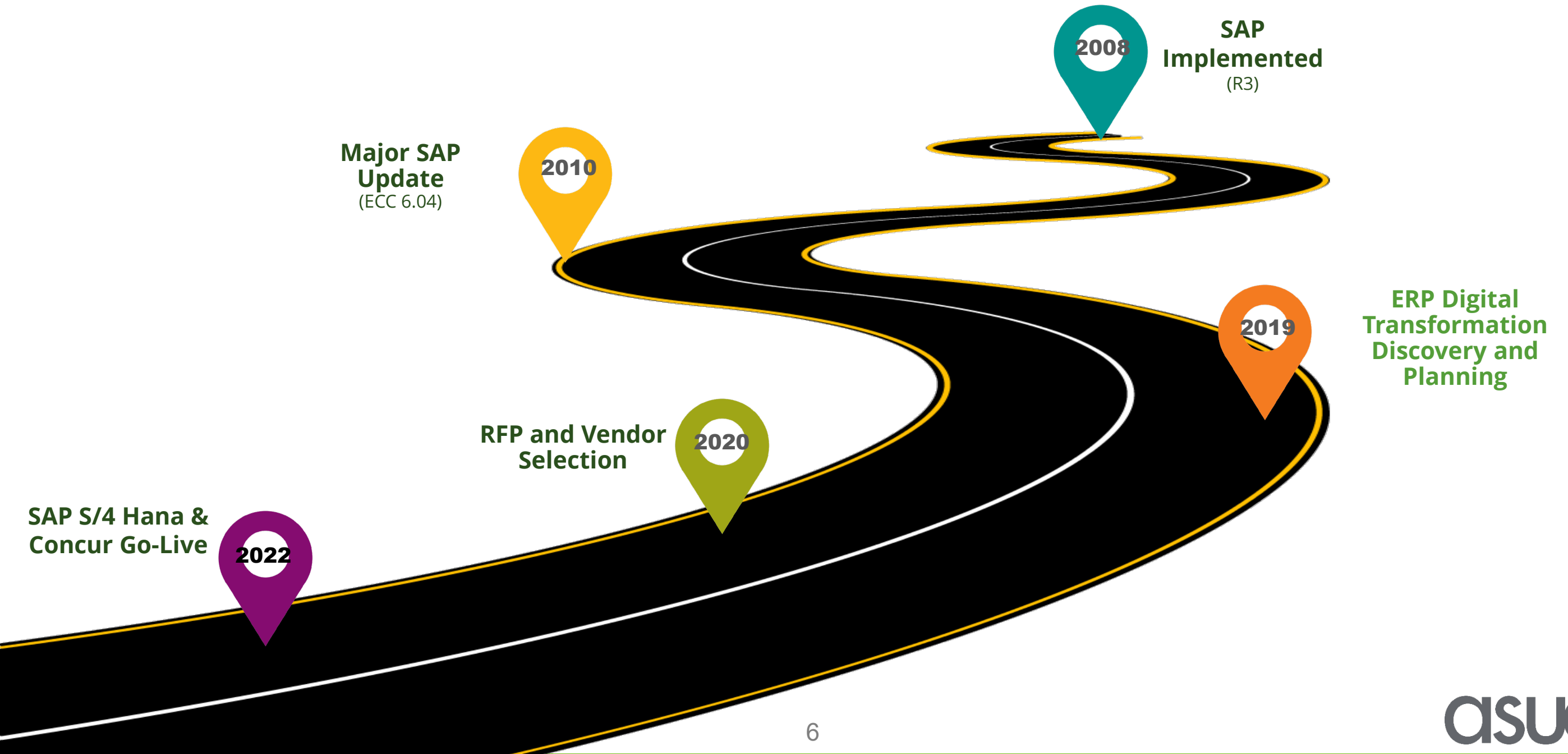
## NUMBER OF SCHOOLS

**108**  
TOTAL

- 59 ELEMENTARY SCHOOLS GRADES K-5**  
PREKINDERGARTEN AVAILABLE IN SOME SCHOOLS
- 19 MIDDLE SCHOOLS GRADES 6-8**
- 19 HIGH SCHOOLS GRADES 9-12**  
INCLUDES TWO OPEN CAMPUS HIGH SCHOOLS
- 10 START-UP CHARTER SCHOOLS**
- 1 FULL-TIME VIRTUAL SCHOOL**



# A Brief History



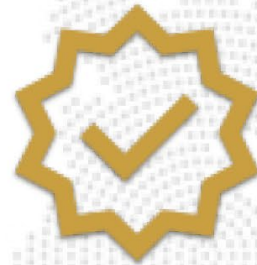


# Atlas Mission



## Our purpose is to

ensure systematic processes that are easy to use, transparent, and create awareness of how we work across departments



## We have achieved this purpose when

we have clearly articulated processes and meaningful data that continue to evolve and meet future business needs



## We deliver on our purpose by ensuring that our people

are empowered to provide support to our schools, staff, and community while effectively leveraging integrated processes

SP2022 Alignment

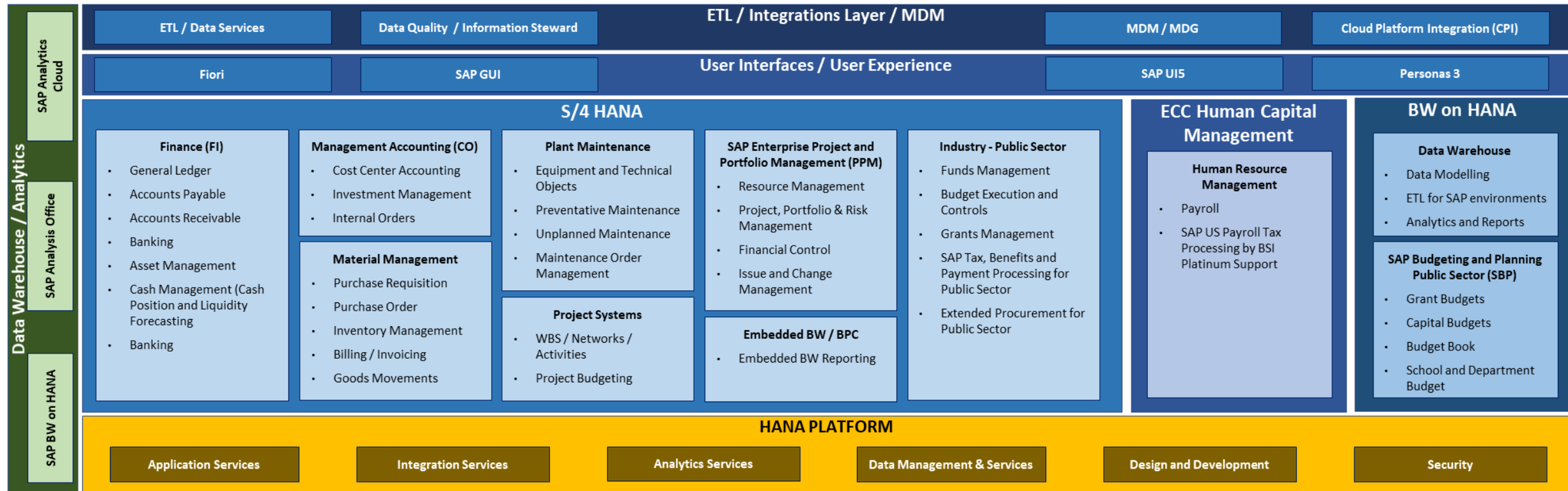
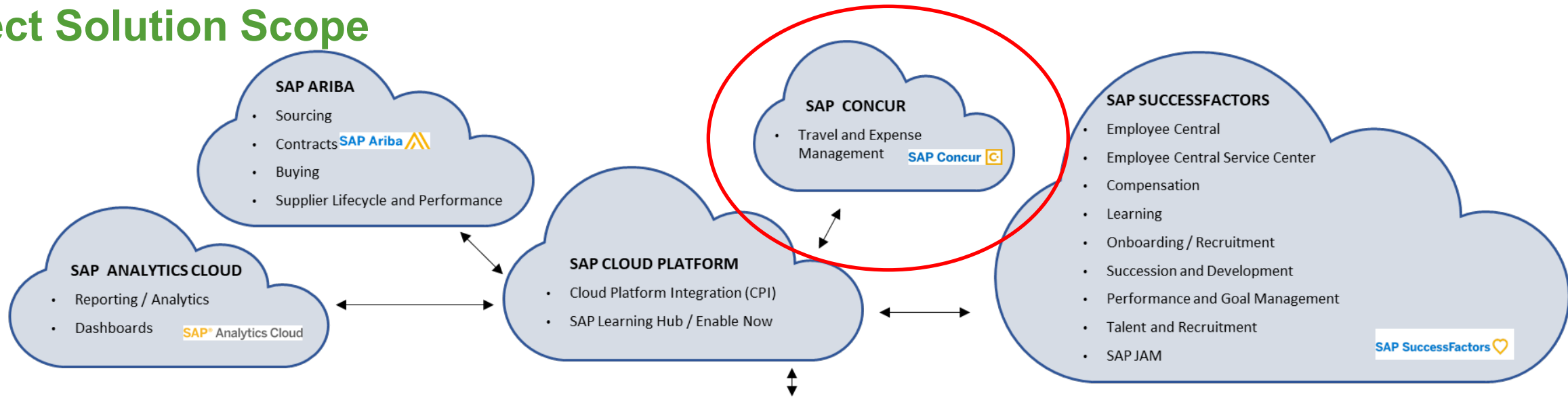


People and culture



Fiscal responsibility

# Project Solution Scope





# Will my project succeed??

Most projects do not deliver to expectations

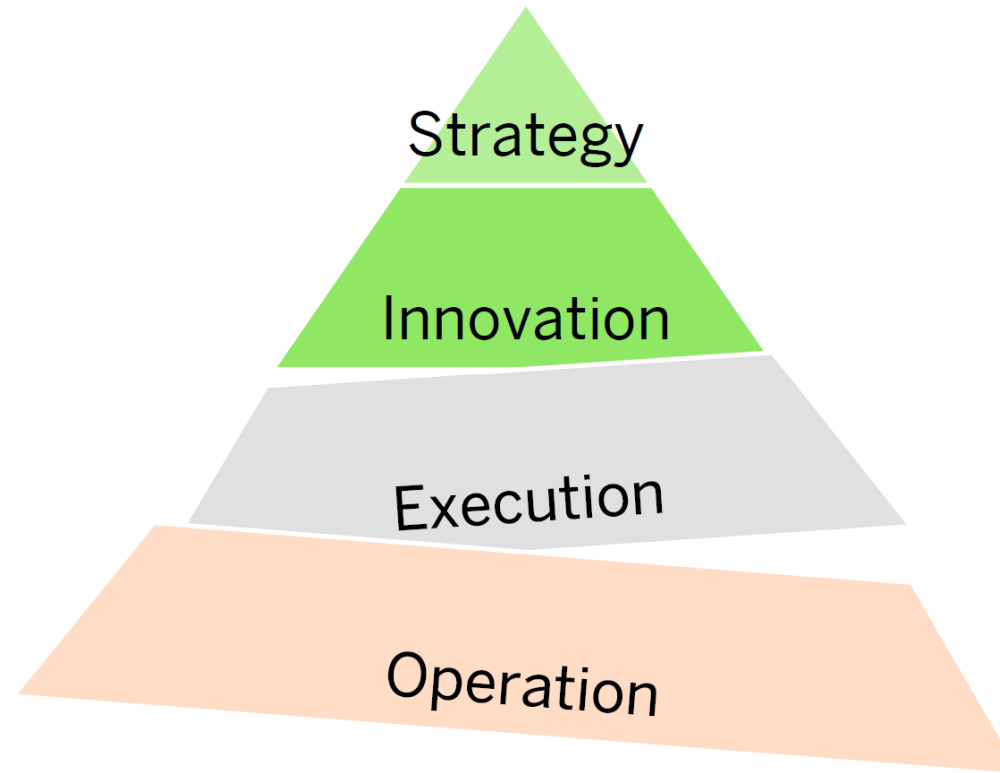
27% of projects late

21% are over budget

32% require re-work

and still

16% fail to meet end-user expectations

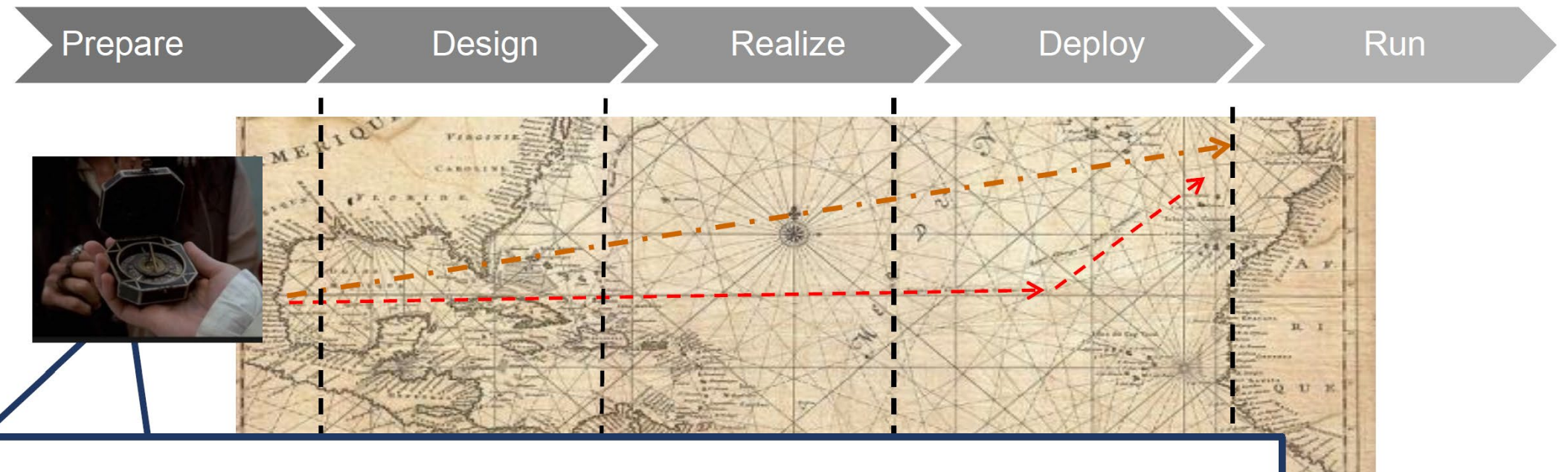


”

Nearly half of those surveyed say that **at least 50% of** their software development **projects fail**; that is, they are either late, over budget, do not meet expectations, or require rework.

— IDG Research

# Projects Fail due to upfront issues



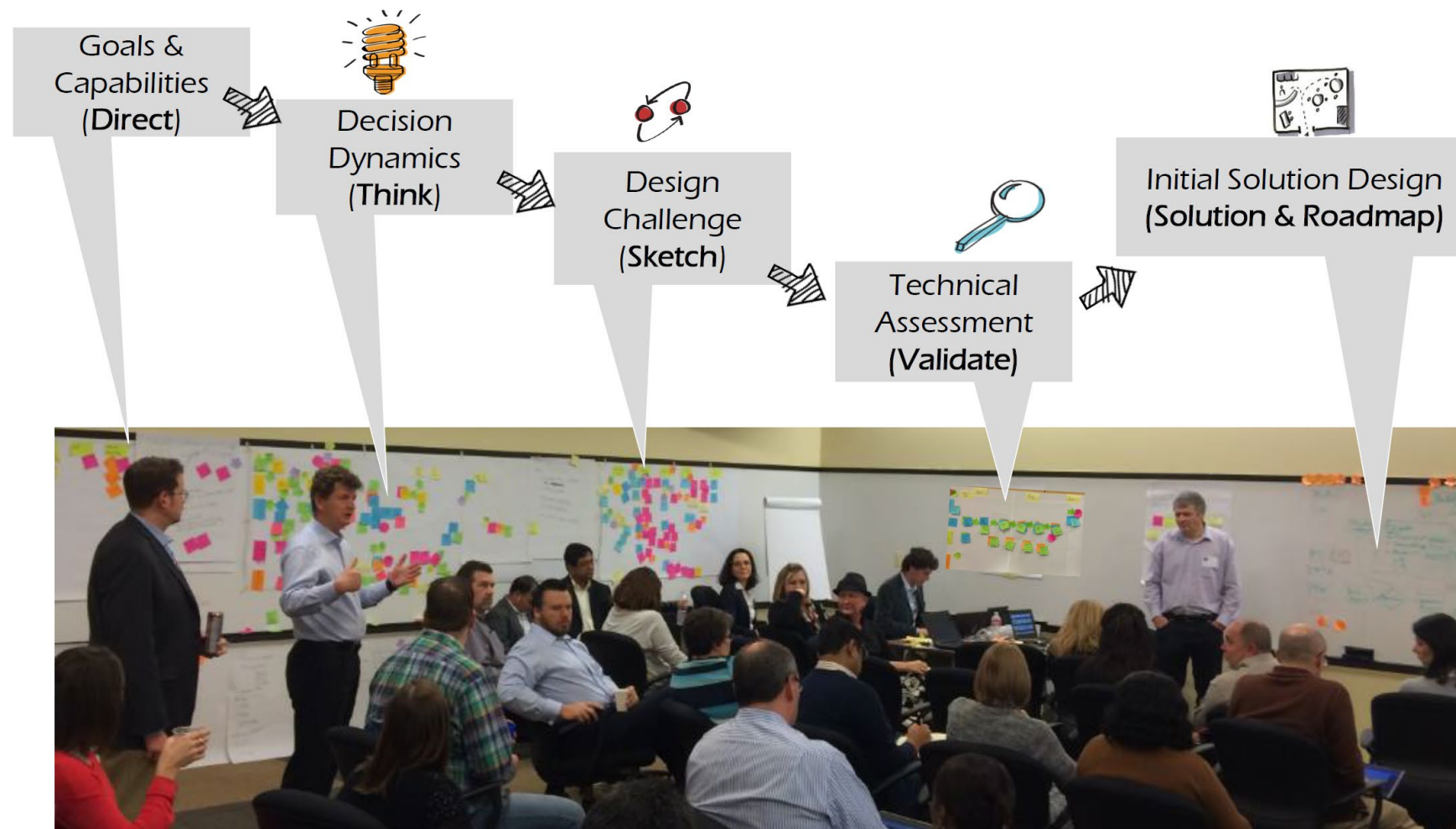
**CHALLENGE #1: Business Alignment**  
Lack of **clarity** about how to execute business need in the system  
Inaccurate, shifting **requirements**

**CHALLENGE #2: Project Prioritization & Scoping**  
Inability to **prioritize** project timeline & determine which applications are business critical.  
Inability to **vet** bad **ideas early** or make educated decisions in terms of **scoping** and **planning**.

# Fulton County Schools – From Elevate to Project

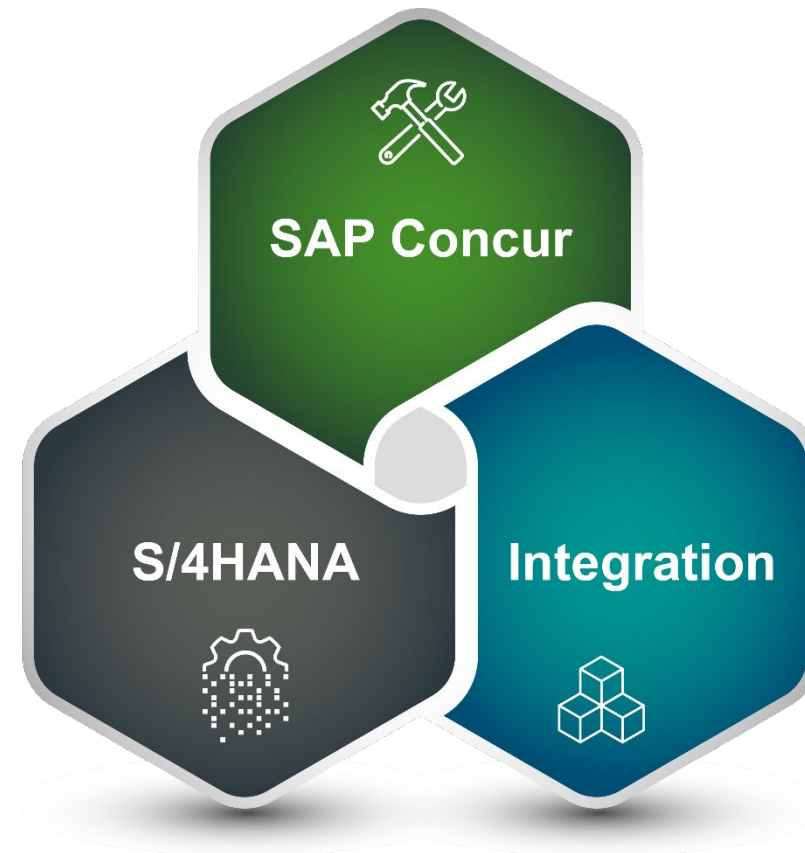
## Problem Statement

- Enable FCS's fair, equitable purchasing process that complies with regulations and allows efficient and effective acquisition, documentation, and reporting of goods and services acquired?





# Challenges, Key Considerations, and Lessons Learned



# TRAVEL REQUEST & EXPENSE PROCESSING CHALLENGES (PRE-CONCUR & S/4 HANA)

**Pre-Trip Approval Process was via SharePoint Form, 50% of reports required routing to additional approver manually**



**Manual Reclassification of Expenses – 200 hours per month**



**Disconnected Systems – Moving data from spreadsheet to spreadsheet to ERP system – 250 hours per month**



**Policy requirements as a Public Sector Client – 150 hours per month**



**Reporting Inaccuracies. – 10 hours per month**



**Different types of Travel Users – These different types required variance in Per Diem payments and lodging**



**Manual tracking of mileage on XLS – Some employees producing End of Month mileage with 60+ lines**



**Reimbursement Process Manual – Multiple manual touchpoints - 50 hours per pay period to load/validate**

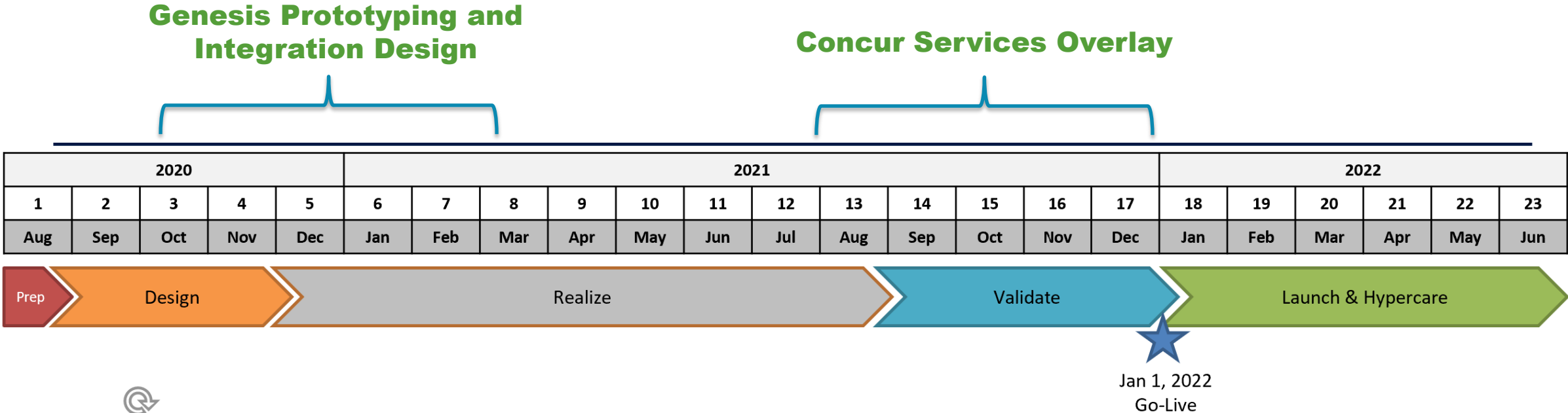


**Decentralized view of Travel and Expense spend - All spend reporting was done from ERP with only 2 GL accounts.**



# SAP Concur Integration Recommendation

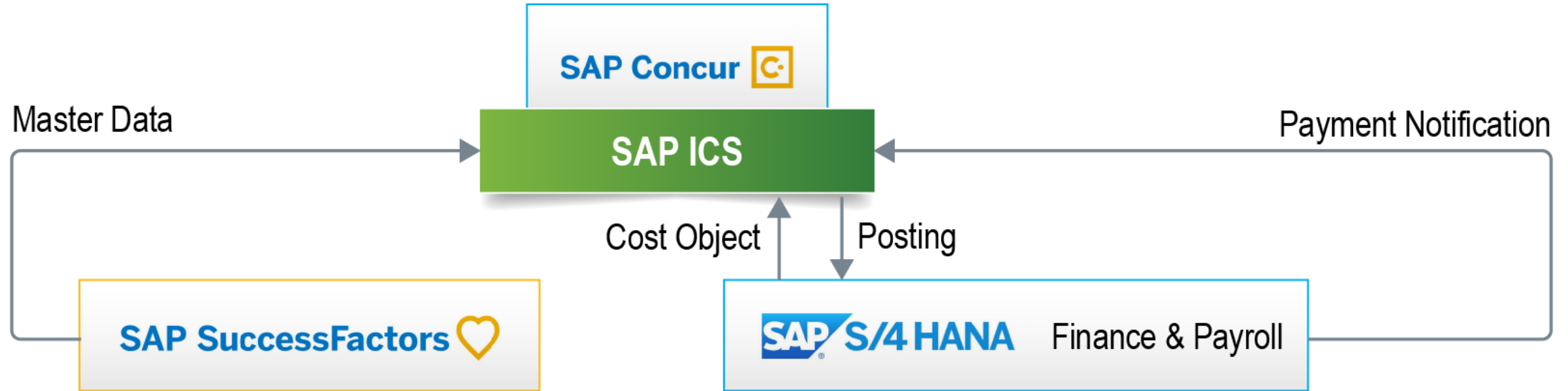
- Concur Request and Expense presented to client as new Request & Expense solution
- Deployment integrated with existing SAP ECC system would have saved over 400 hours per month in labor reduction processing costs; with accompanying upgrade to S/4 HANA client realized further gains by using SAP ICS
- Deployment of full SAP solution for HR, Finance, and Payroll simplified integration approach.
- Usage of SAP ICS Connector to integrate system reduced integration points from 8 to 3, 2 of which are the Inbound/Outbound connections with Concur
- Required Concur activities were overlaid on larger S/4 HANA schedule.
- Key requirements and process design was completed ahead of Concur Engagement to align with larger project timeline.





# Overview – Concur Solution

Organizations are very cost conscious on both implementation and support costs. Use of SAP Solution components facilitated building integrations, troubleshooting, testing, training, and simplified maintenance & support headcount costs.



# Solution Identification Lessons Learned

## Lessons Learned

- Concur Request does not support integrations directly with SFSF Employee Central
- Requires dedicated resource support from S/4 FINANCE, S/4 PAYROLL, and SuccessFactors

## Key Considerations to start thinking about now

- What Concur Products will you be using
- What does your ERP data structure look like
- Identify which products you want to use are supported by SAP ICS
- Frequency of Master Data Updates

## Pitfalls to avoid

- Identify Solution Architecture and know product capabilities to avoid technical integration issues during testing and implementation

# ERP Lessons Learned

## Lessons Learned

- Accounting structure setup in Concur must mirror S/4 Finance. Keeping those in alignment is critical to avoid posting/payroll errors
- Implementing Concur with S/4 HANA requires close change control

## Key Considerations to start thinking about now

- Frequency of Master Data updates
- Where to look for your source Master Data
- Does your Accounting Structure Setup in Concur mirror S/4 or is it compatible with S/4 FINANCE
- Full Integration simplifies integrated solutions troubleshooting

## Pitfalls to avoid

- Concur has a much shorter implementation timeline than SAP. Do not start project until as late as possible to minimize impacts of changes in S/4 Finance
- Keeping Payroll/AP teams out of the loop. They need to understand how Concur works and the integration points



# SAP ICS Lessons Learned

## Lessons Learned

- Data Mapping – Concur to SAP ICS. Use Templates Provided by Concur Technical Consultant
- Dedicated S/4 Finance resource to avoid ‘hot potato’ with Concur and S/4 resources when troubleshooting

## Key Considerations to start thinking about now

- Data Mapping – Concur to SAP ICS
- Resource Engagement
- BADI's and BAPI's may be required to meeting processing requirements however Concur provides examples to work with
- Will Concur Test Environment be needed as part of customer solution. Integrated solution makes troubleshooting or testing impossible unlike disconnected solutions

## Pitfalls to avoid

- Data elements may be required for automation & ICS connection that are not required for processing within Concur
- Ensure Automation features are available at Go-Live

# SAP ICS Troubleshooting

## Lessons Learned

- SAP ICS has a unique learning curve. Dedicated S/4 Finance resources needed to gain SME
- Cannot have 'Concur only' and 'S/4 FINANCE only' resources

## Key Considerations to start thinking about now

- Must understand dynamics of how SAP Concur Processor role and SAP ICS work together
- More important that support resources have strong S/4 FINANCE experience than Concur
- Postings that Fail in S/4 FINANCE can be pushed back to Concur for error resolution
- S/4 FINANCE resource needed to interpret Posting Errors
- Postings that Fail in S/4 PAYROLL cannot be pushed back to Concur. Must fix via assigning to different Info Type and closing Document ID in S/4

## Pitfalls to avoid

- Need to have robust test cases to capture all business scenarios that drive variance in accounting structures
- Involve key resources in SAP ICS testing to gain understand who integrated systems function

## Result / Lessons Learned

**Result:** Client went live with SAP Concur using SAP ICS on time and under budget



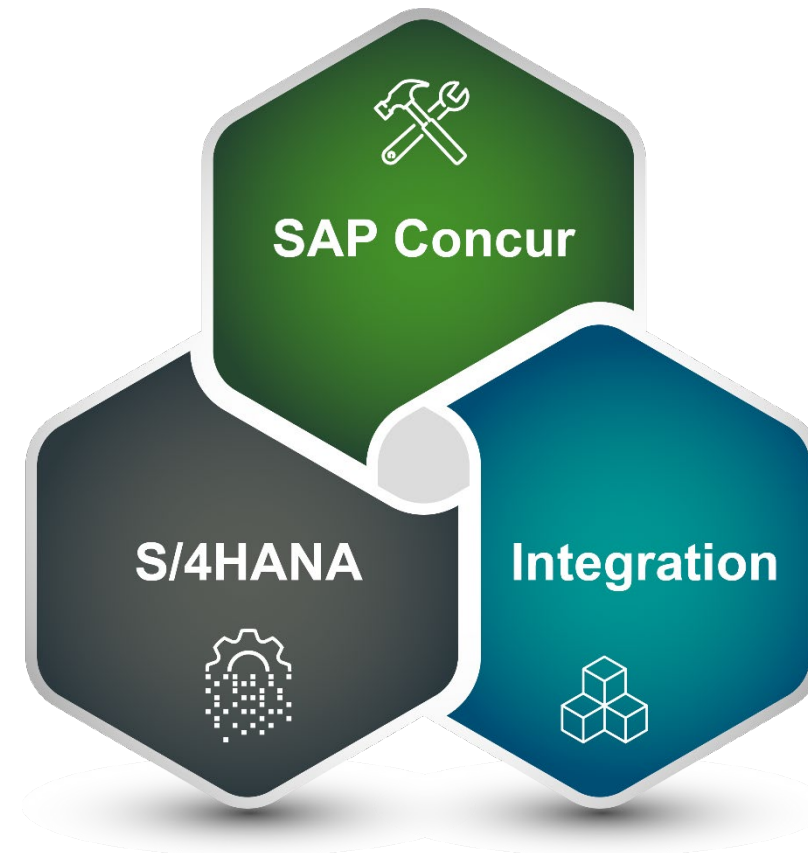
**COMMITMENT TO USE SOLUTION AND EXPERIENCED BUSINESS PARTNERS RESULTED IN MINIMAL INTEGRATION ISSUES**

**HANDS ON DESIGN WITH REAL CUSTOMER DATA IS THE BEST WAY FOR THE BUSINESS TO SEE WHAT THEY WILL GET AND ASK THE RIGHT QUESTIONS**

### OKR Results and Improvements

- *Request Generation & Approval Cycle Time:* 5 days down to 2 days
- *Expense Generation & Approval Cycle Time:* 7 days down to 3 days
- *Manual Requests/Reports processing Time:* 250 hours/month to 0 hours
- *Manual Adjustment of Reports for Policy Compliance:* 150 hours/month to 0 hours
- **Manual Post Submittal Accounting Adjustments:** 200 hours/month to 20 hours with 50% volume increase
- **Posting Travel Financials & Loading Expenses to Payroll** 180 hours/month to 2 hours/month
- *Report Generation for Board of Education:* 10 hours/month to 15 min

# SAP Concur SAP ICS Demonstration



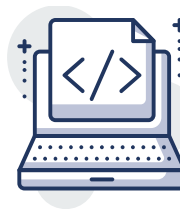


# SAP Concur - SAP ICS Demonstration



## Concur Template for Data Mapping

SAP ICS must be considered at Project onset for proper Concur configuration



## SAP ICS Interface CTE\_SETUP

Data Mapping between S/4 and Concur is critical; Concur uses simplified version of S/4 Account Structure



## S/4 FINANCE & S/4 PAYROLL

In addition to proper posting in Payroll & Finance, SAP ICS send status updates to Concur and simplifies troubleshooting

# SAP Concur - SAP ICS Demonstration

The screenshot shows the SAP Favorites menu on the left, listing various system functions such as Gateway Error Log, Client Admin, and SWIA - WI Administration Report. In the background, the logo for Fulton County Schools is visible, featuring the name in a stylized green font.

This screenshot shows the 'Setting Up the Integration with SAP Concur' wizard. It includes a navigation bar with 'SAP' and 'Settings', and a table for defining system connections. The table has columns for 'Sy...', 'RFC Destination', 'D...', 'Employee', and 'Cost'. One entry is highlighted with a blue selection box.

Sy...	RFC Destination	D...	Employee	Cost
1	CONCUR	EN		

This screenshot shows the 'Setting Up the Posting Import' wizard. It features a list of steps on the left and a main text area on the right. The steps include 'Start', 'General Settings', 'Posting Settings', 'Filter Definition', 'Account Definition', 'Cost Object Mapping', 'Automatic Import', and 'Complete'. The main text area provides instructions on how to use the wizard and lists specific BAdIs for implementation.

**Setting Up the Posting Import**

Use this wizard to set up the Financial Posting import from your Concur system **CONCUR (Concur)**.  
 Notethat not all Concur use cases are supported, but you can use the following BAdIs to implement posting-relevant deviations:

- BADI\_CTE\_FIN\_POST\_DOC\_CHANGES - for minor field changes
- BADI\_CTE\_FIN\_POST\_USES\_CASES - for customer-specific report entries
- BADI\_CTE\_FIN\_POST\_ADJUST\_DOC - to change the posting data

To access the BAdIs, choose **Financial Posting -> BAdI Implementations**.  
 Ready to go? Choose *Continue*.

# SAP Concur - SAP ICS Demonstration

SAP Communication Monitor

System Key: 1 CONCUR (Concur)

Show Run Logs

Import or Export Object	Replicated Objects	Successful Objects	Deleted Objects	Objects Not Created	Objects Not Updated	Objects Not Deleted	Failed Objects	Objects To Be F
<input checked="" type="checkbox"/> SAP ICS / Company Code	2	2	0	0	0	0	0	
<input type="checkbox"/> SAP ICS / Cost Center	736	736	0	0	0	0	0	
<input type="checkbox"/> Expense Report	1,112	1,094						
<input type="checkbox"/> Payroll	1,054	1,047						

SAP Concur

Documentation More

System Key: \* 1 CONCUR (Concur)

View Documents: \* All

Search Total Number: 1,112

Document Type	Doc. Key	Document ID	Rev. No.	Document Name
<input type="checkbox"/> Expense Report 2237	621D017BD25A4913A640	1	March travel	
<input type="checkbox"/> Expense Report 2252	6B6F575E9D094CDB8C87	1	In-system Travel Marc	
<input type="checkbox"/> Expense Report 2253	A42DF12A4EFD45918A64	1	GWCC Walk Through	
<input type="checkbox"/> Expense Report 1797	B58689694F2045049ED0	1	March In-System Trav	
<input type="checkbox"/> Expense Report 1625	D4853A4BE3D24ACFB04D	1	EbyM_March2022_Mi	
<input type="checkbox"/> Expense Report 1597	EBB9B195247A4B268F3D	1	March 22 Mileage	
<input type="checkbox"/> Expense Report 2256	F4F7E4A3C1BD492683CD	1	FCS Travel Policy	
<input type="checkbox"/> Expense Report 1461	D5FBBD108F564D339D09	1	Caruthers APE Oct/Nc	
<input type="checkbox"/> Expense Report 349	F3439617D77848D2AA5D	1	Caruthers APE Feb 22	

SAP Document

System Key: \* 1 CC

View Documents: \* All

Search

Feedback Loop

Document Protocol

System Key: 1 CONCUR (Concur)

Document Type: Expense Report

Document Key: 349

Document ID: F3439617D77848D2AA5D

Revision Number: 1

Document Name: Caruthers APE Feb 22

Employee / Vendor ID: 00014924

Select a line with a warning or an error for detailed information.

Sequ No	Document Status	Stat..	User Name	Created
1	New	■	S4_BATCH	03/31/2022 18:36:1...
2	Acknowledgeme...	■	S4_BATCH	03/31/2022 18:36:1...
3	Posting Failed	●	S4_BATCH	03/31/2022 18:36:5...
4	Confirmation Se...	■	S4_BATCH	03/31/2022 18:37:1...

Type	Message Text	LTxt
●	Expense Report 349 / 1 of system CONCUR could not be posted.	
●	Annual budget exceeded by 2.094.75 USD (FM PB Availabilitv Control) for several document item...	

Feedback Loop

File (JSON Format)

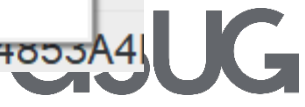
nt Protocol

Document

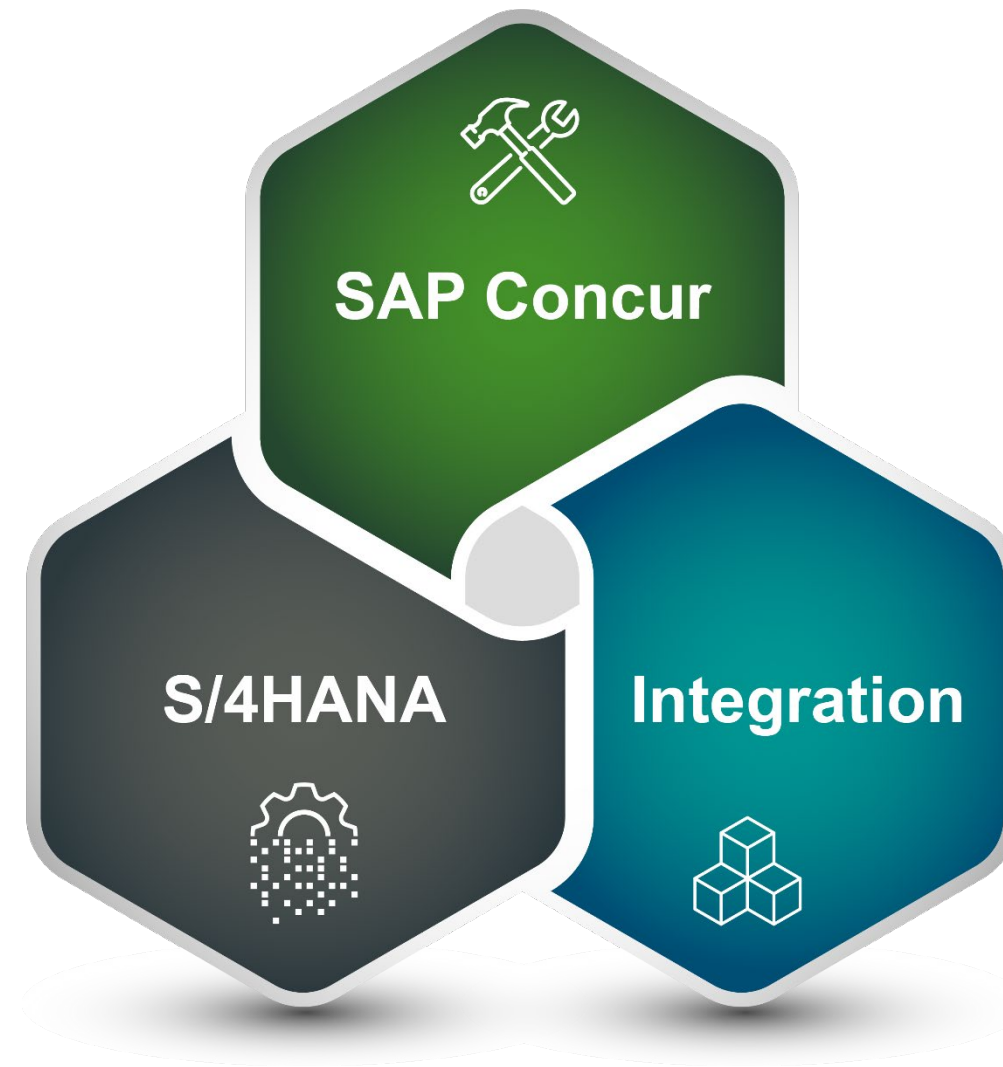
t Status

er Modifications

Expense Report 1625 D4853A4



# Questions and Answers

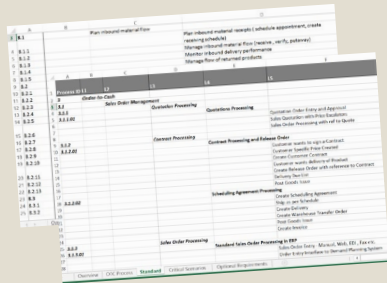




# Developing a Digital Roadmap: Elevate Service

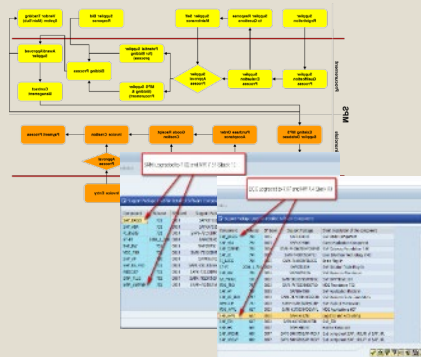
1

Goals and Capabilities



2

Business Dynamics & Technical Assessments



3

Build Roadmap + Prioritization



4

Align to-be Processes to Client Situation

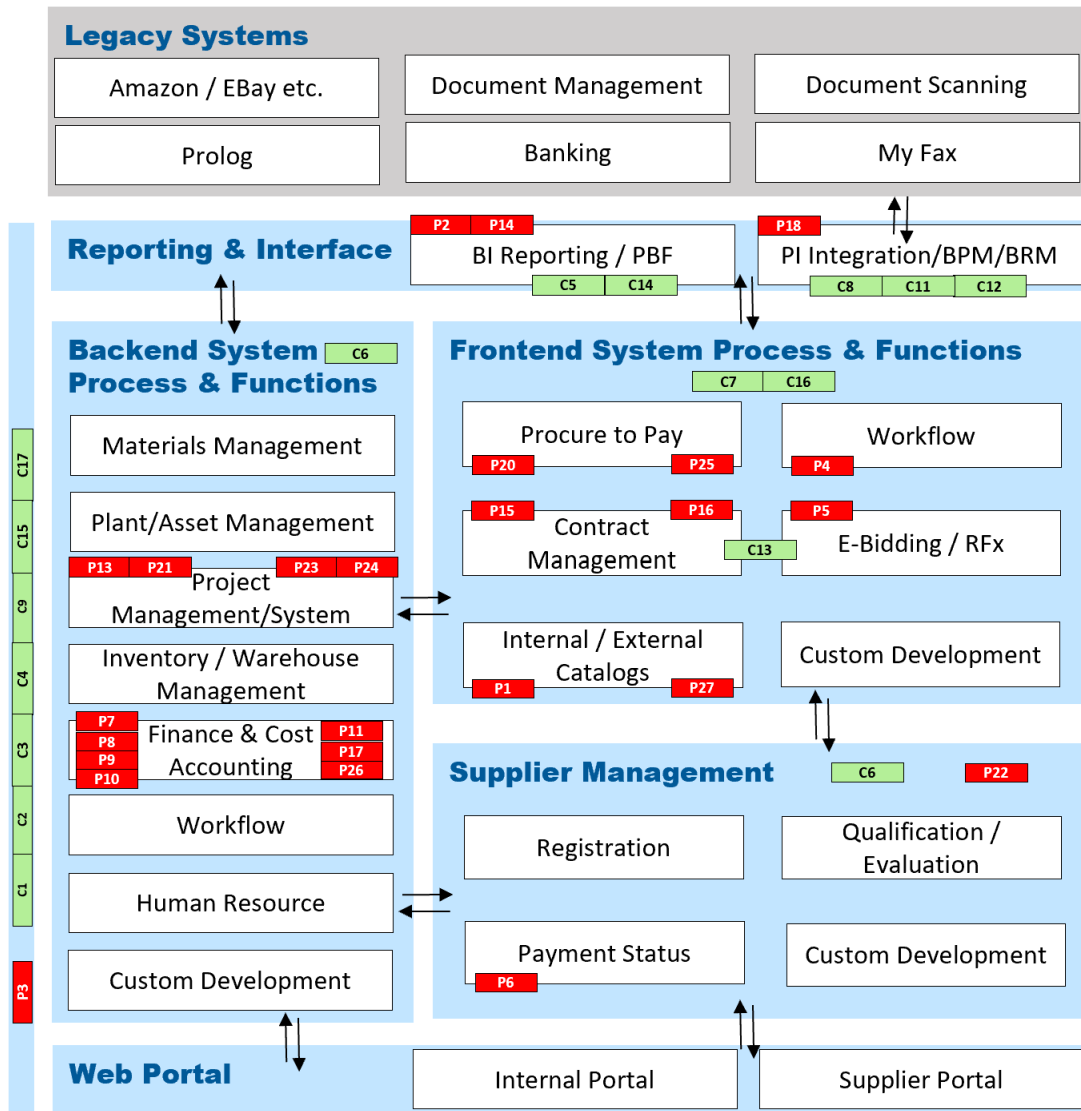


**GOAL**

Core Business – Solution Alignment

# Expert Solutioning

## Initial Solution Direction



### CRITICAL SUCCESS FACTORS C\*

- C1 – Internal and External Transparency
- C2 – Compliance – (Audit) Federal, State, Local
- C3 – Automation/Streamline Procurement & Contracting Process
- C4 – Improve Performance Time
- C5 – Visibility (Management/External Reporting, Dashboard)
- C6 – Effective Supplier Collaboration & Management (Electronic & Ease of Payment)
- C7 – Intuitive Guiding
- C8 – Tighter Integration (Integration Process)
- C9 – Single Source of Truth (PO, Backup Doc, Contracts, Liabilities, Spend etc.)
- C10 – Asset Management for Government
- C11 – Rule Driven Approval Process Compliant (Delegated Authority)
- C12 – Flexibility to Manage Changing Needs of District (Policy, Guidelines, Business Rules etc.)
- C13 – Develop, Optimize & Standardize Templates (Solicitations, Contracts, Master Agreements)
- C14 – Work with Departments/Budgets to Establish Strategies + Methods for Short and Long Term Future Procurement Planning
- C15 – Develop + Publish + Outreach for Contract Administration Best Practices
- C16 – Categorize Good, Services, Consumers, Customers
- C17 – Cultural Change

### PAIN POINTS P\*

- 1 – Internal + External Catalog
- 2 – Supplier + Contract Performance
- 3 – Streamline/Automate Internal Communications + Interactions
- 4 – School Board Reporting/Reporting
- 5 – Electronic Bidding/RFX
- 6 – Electronic Vendor Onboarding
- 7 – P-Card Purchasing/Reporting
- 8 – Electronic Invoice Workflow
- 9 – End User GR On Time
- 10 – Reduce Direct Pay Invoices from Contracts + PO's
- 11 – Liability/Expenditure Omissions (Accruals)
- 12 – Sending Accurate 1099's from System – District Wide
- 13 – Capital Project Monitoring Capability
- 14 – Clear Roles + Responsibilities (Reporting, Expectations)
- 15 – Central Contract Management to Track Information (PO's, Retention, Commitment, Posting, Spend)
- 16 – Contract Compliance/Supporting Documents
- 17 – Purchase Order/Invoice Matching(100+lines)
- 18 – All Paper Invoices + Checks
- 19 – Notification of Outstanding Invoice
- 20 – Duplicate invoices (Vendor/Sub Vendor)
- 21 – Multi Year Project Status
- 22 – Supplier Management
- 23 – Track Project with Detailed WBS in PS
- 24 – Project Closeout + Settlements
- 25 – Concurrent Project Change Request Approval + PO Update
- 26 – Auto PO Generation for PO's < \$2500
- 27 – Better Compliance + Tracing of School Purchases
- Student Activity Fund
- It Spending on Non Standards
- Maverick Buying



# From Elevate to Project – Predictable Solution Results

