

Position paper

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# **simplify**

## **subsidiary integration**

end-to-end business agility with appropriate ERP for all



# Getting the right balance

Increasing competitive challenges and emerging global opportunities demand unprecedented agility if organizations are to achieve profitable growth.

At Atos we understand that a company's agility and efficiency depends on having a clear line of sight across all operations, right down to the smallest subsidiary. As businesses strive to respond to new market opportunities, expand their reach, launch new ventures and acquire additional operations, they also need to find a way of integrating those activities into the global business promptly and cost-effectively.

Crucially this must be achieved in a way that meets central company standards for resource-planning and reporting, without clipping the local business's wings or neglecting local requirements.

Yet, for a great many organizations, smaller operations are often overlooked because until now it has not been cost-effective to extend resource planning and automated reporting capabilities down to this level.

Subsidiary integration needs to happen affordably, and in a way that is appropriate to the size of the operation. Rolling out a full-scale ERP system to a small satellite operation could be overkill - incurring unnecessary delay and cost, and overwhelming local users with more capabilities than they need.

So how can you achieve the right balance between pan-organizational process harmonization and the business flexibility that smaller subsidiaries value?

Until now this has been a practical challenge. Organizations have either had to apply large-scale ERP systems indiscriminately across all operations, or deploy multiple types of system for larger operations and other, SME-oriented solutions for smaller subsidiaries. Neither scenario is ideal - the former, because it typically incurs significant time delays and inflated costs which can result in smaller subsidiaries falling to the bottom of the priority list; the latter because it creates additional work and cost as companies try to connect the disparate systems to enable consolidated reporting.

Now, however, there is a way to extend consistent ERP capabilities to even the smallest and farthest-flung operations - quickly, simply and affordably.

Atos brings deep knowledge and implementation expertise to all subsidiary integration projects. Solutions are tailored to meet both HQ requirements as well as those of smaller entities - including the need for flexibility and the ability to fulfill local regulatory and language requirements.

Atos provides an optimized template solution, based on customer requirements. This allows organizations to quickly and affordably develop appropriate automated and joined-up processes for the following key business management purposes:

- ▶ Financial reporting guidelines
- ▶ Financial consolidation
- ▶ End-to-end business process delivery
- ▶ Intercompany transactions
- ▶ Export control regulations
- ▶ Corporate master data
- ▶ Compliance control.

As well as ensuring that systems and processes are integrated seamlessly and cost-effectively with central group systems and processes, Atos provides the full spectrum of consultancy, implementation and ongoing support services so that projects deliver the expected results.



# Introducing Subsidiaries Integration from Atos

The latest innovation within our ERP Consolidation and Harmonization solution portfolio.

## At a glance

Subsidiaries Integration from Atos is a transformational new solution enabling large international organizations to integrate smaller subsidiaries or new start-up ventures into their central, standardized enterprise resource planning (ERP) processes and systems - without the lengthy timescales and level of cost associated with full-blown ERP projects. This is achieved through the use of an optimized, slimmed-down ERP template which blends a company's central and local planning and reporting requirements. For maximum agility and cost-efficiency, the software can be deployed as a hosted solution run in the cloud.

## Matching the solution to the need

Atos recognizes that it is not practical or efficient to tackle ERP harmonization uniformly across a company's international operations. Whilst larger operations may need full ERP capabilities, smaller subsidiaries are unlikely to warrant the same depth of system.

Rather than downgrade the importance of bringing these operations online, Atos offers a way to integrate their planning and reporting capabilities quickly and cost-efficiently, with a 'light' ERP solution designed specifically for smaller dependent companies.

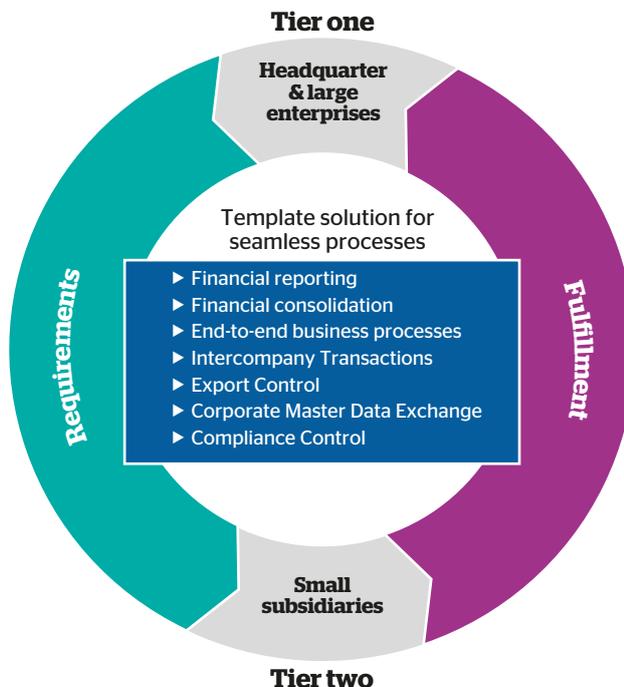
For maximum agility and cost-efficiency, the software can be deployed as a hosted solution run in the cloud. Not only is this scenario simpler and more economical to run and manage, it also supports remote and mobile access because all users need to view content is a web browser.

Crucially, we provide the optimized Subsidiaries Integration solution alongside our more comprehensive, enterprise-scale ERP solution. This enables companies to equip each operation with the exact capabilities it needs - no more, no less.

Because Atos offers this choice, organizations do not need to overwhelm or overspend on smaller operations, but instead are able to connect them into the core business quickly and affordably. And, if they take the cloud-hosted option, companies will have maximum flexibility to scale a subsidiary's facilities up or down, or turn them off, according to how these business units develop. This enhances their agility and, in turn, the competitive ability of the whole company.

Atos provides much more than a software solution, too. We provide complete support to our customers, from initial consultancy and requirements definition to project scoping, implementation, and the design of business process templates for the subsidiary businesses. Crucially, our consultants are 'business technologists', with extensive front-line experience of transforming operational efficiency through the strategic application of appropriate solutions.

## Our solution - subsidiary integration Two tiers enabling harmonized IT and process landscape



# Your best choice

In addition to the complete ERP Consolidation and Harmonization solution we provide in close alliance with our strategic partner a choice of two ERP options for smaller subsidiaries requiring a lighter touch.

## SAP Business One

SAP® Business One is a highly affordable entry-level solution designed to appeal to growing subsidiaries. Companies can choose between running this system on their own premises - for example to support shared IT services - and sourcing the software 'on demand'. Here, Atos delivers the solution as a robust cloud-based service through the Atos cloud.

In both scenarios, Atos can provide end-to-end services and support across the entire project, from scoping the requirements, through implementation, until the systems go live - and beyond, ensuring that the solutions are fully optimized and deliver the intended results.

**Complete** - All essential business functions (accounting, customer relationship management (CRM), operations, sales, marketing, service, warehousing, and more) are available out of the box. Complete visibility and better control help you run your end-to-end business processes professionally.

**Integrated** - All business functions come in one package, which makes them easy to set up, use, and optimize. Integration with other systems is possible via standard integration packages or open application programming interfaces (APIs).

**Extensible** - A flexible platform with 41 localizations and 27 languages allows for growth and innovation.

**Innovative** - Offered via mobile devices and providing real-time data insight, you get access to ground-breaking technologies - and you stay ahead of the competition.

## SAP Business All-in-One

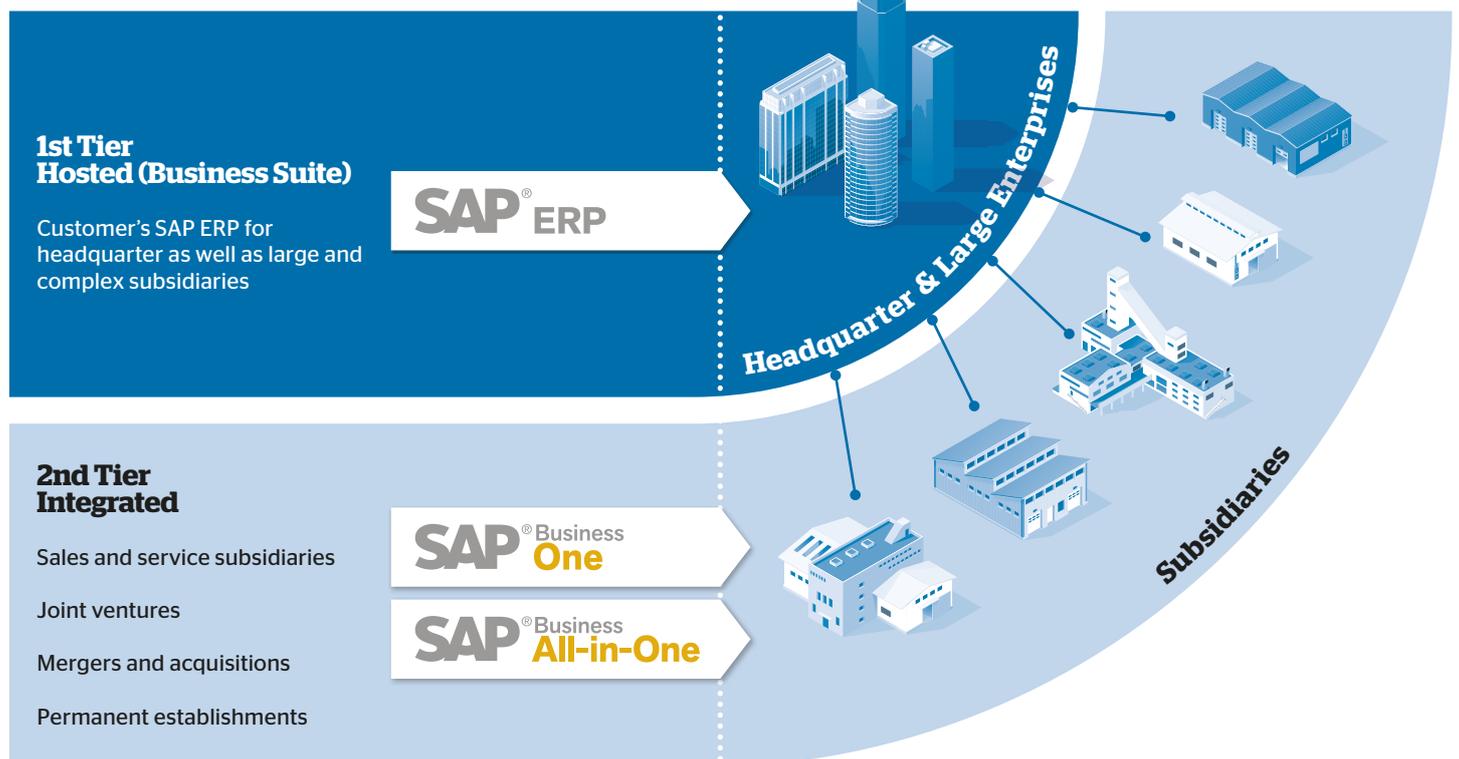
SAP® Business All-in-One (SAP BAiO) is ideal for lower mid-sized subsidiaries with limited IT resources. This solution can be run with external SAP Application Management Services as a hosted solution, run by SAP or any other service provider, or be integrated with central group resources.

SAP BAiO provides pre-configured business scenarios and a 'World Template' comprising local adaptations for more than 100 countries, significantly reducing the time and cost of international roll-outs. It can be set up from scratch as a second template for small companies, drawing on more than 90 best practices delivered by SAP, or use selected setups from a central SAP ERP system as a cost-reducing option - for example in the case of a one-off business acquisition.

Where a major template (SAP ERP) or a more limited template (SAP BAiO) are used for two independent layers in a company, communication and resource-sharing between these layers is simple and effective because both are based on an identical infrastructure.

## Subsidiary Integration -

Enables a 2-Tier Architecture and Makes it Easy to Integrate



# Why Atos?

Atos is an independent solution and service provider with massive global reach and a wealth of experience of delivering comprehensive ERP projects. We are one of the largest SAP service providers in the world, with over 30 years' experience in SAP deployments and 10,000 SAP experts globally, serving more than 60 countries. We have proven experience in subsidiary integration going back more than 16 years.

Not only that but we are one of the few SAP partners globally to offer a comprehensive ERP proposition that encompasses both very large implementations and the new optimized, 'light' solutions for smaller subsidiaries. This rare two-tier offering means we can provide a joined-up, optimized proposition for organizations whatever their make-up – and make it practical and cost-effective for ERP to be rolled out to the farthest corners of a global enterprise.

And because we are an independent solutions and services provider, we have extensive experience in integrating ERP systems into companies' broader infrastructures and application portfolios.

Crucially, we understand everything that is required in integrating subsidiaries because our highly qualified, global business technologists have a deep knowledge of both head office processes and systems and subsidiary-specific processes and systems.

## Our global credentials

An approved Global Partner of SAP, Atos has compelling ERP integration customer references across numerous industry sectors, ranging from Manufacturing (where customers span discrete manufacturing, automotive and aerospace, and many other market subsectors) to Energy, Healthcare, Telecommunications and Transportation.

Many of these high-profile references showcase Atos' global delivery network which spans Europe, the Americas, APAC regions and beyond.

## The Atos difference

By drawing on our unrivalled Subsidiaries Integration proposition and our global delivery of end-to-end process consolidation and harmonization solutions, our customers are assured of a simplified, cost-efficient and streamlined planning and reporting environment which encompasses their entire organization.

Because our portfolio of ERP solutions and services has been optimized to suit the varying sizes and types of operations, companies benefit from accelerated speed of delivery, lower cost of ownership and optimal use of resources. At the same time, smaller subsidiaries remain light and agile, unfettered by processes and requirements that aren't relevant to their operations.

## Our value-added services

Atos customers are able to draw on a comprehensive global support network and a complete range of value-added services. These include holistic training solutions and a broad range of managed services which can be used to fill any skills gaps that exist in smaller business operations.

A critical differentiator is our people, who are steeped in industry experience. Atos consultants combine vertical market business experience with relevant technology expertise. This means they can apply business process and technology knowhow in equal measure, to deliver true business transformation with a single, multi-skilled team. We provide an end-to-end solution including consultation, testing, implementation, trouble-shooting, compliance control and system management, alleviating the pressure on internal IT teams – and taking their place where local company resources are lacking.

Our projects are further accelerated by the proprietary methodologies, tools and templates we have developed over the many years we have been managing complex subsidiary integration projects. These harness best practices from countless real implementations, enabling us to help customers determine the right solution make-up for their organization. In this way we further accelerate the speed of deployment and ensure a successful deployment – with acceptance right across the global organization and at a local level. Projects run by Atos are typically delivered 30-50% faster because of these advanced aids to delivery.

Tangible benefits of projects led by Atos include:

- ▶ Rapid implementation: get small subsidiaries up and running within the company's global ERP landscape in just 8-12 weeks
- ▶ Acceleration of internal business processes – for example the ability to close financial reporting at period end in half the time
- ▶ Assured compliance with global and local reporting requirements from a much earlier stage
- ▶ Greater IT and reporting simplicity across the global organization
- ▶ Low ERP investment and total cost of ownership (TCO) for smaller operations
- ▶ Costs based on system usage for smaller operations managed via the cloud
- ▶ Retained business agility, especially at a local level
- ▶ Access to our extensive competence and experience with the world's largest and most complex ERP consolidation and harmonization projects. These have included the harmonization of logistics and financial processes across 300 companies – including large and small subsidiaries – in 50 countries, with around 40,000 users.



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# A new route to strategic and profitable growth

Atos Subsidiaries Integration is a new solution within our ERP Consolidation and Harmonization portfolio. This broader range of solutions is designed to help organizations consolidate IT infrastructures and business applications, and harmonize business processes on a global scale - to ensure maximum efficiency and simplicity at an IT level, while optimizing business agility across the entire enterprise.

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This consolidation and harmonization enables companies to be more competitive, react quickly to new opportunities and pursue new growth without over-extending themselves financially.

Atos can implement Consolidation and Harmonization projects within 8-12 weeks, after which a new subsidiary, or a new service or pricing scheme, can be switched on in just a couple of weeks - rather than several months as might have been the case previously.

## Our successes

Atos's global subsidiaries integration projects have spanned sectors ranging from manufacturing to financial services. Specific successes have included:

Establishing a low-cost ERP system for a series of smaller subsidiaries of a large, international manufacturer, across EMEA, APAC, and North America.

The company had already deployed Atos ERP Consolidation and Harmonization worldwide for larger subsidiaries and now needed to fulfil complex corporate standards across its smaller operations, by applying a 'lighter' yet fully compliant and integrated ERP solution. The standardized solution ensured global control, while allowing for local requirements and keeping costs down.

The 'light' subsidiaries solution encompassed:

- ▶ Corporate master data
- ▶ Financial consolidation and reporting
- ▶ Continuous compliance reporting & monitoring
- ▶ Centralized export control
- ▶ Transfer pricing documentation for tax reporting.

For a major financial services organization, Atos established a flexible, low-cost ERP solution to support the growth of its leasing business in the UK and across the Nordic region. This project involved:

- ▶ Using a 'light' ERP solution for the smaller subsidiaries offered the company a means to make a potentially complex planning and reporting scenario simple and clear
- ▶ The subsidiary systems were fully integrated with head office and central processes, and a high level of automation ensured efficiency and accuracy
- ▶ The company can now complete financial reporting across the international business 50% faster at the period end.



## Why wait?

In a dynamic, fast-changing global market, any organization pursuing new strategic and profitable growth needs to be able to strike quickly if it is to capture new opportunities ahead of the competition.

The required agility relies on the company's ability to adapt local operations, acquire new businesses, launch new ventures and form new partnerships.

This means being able to service them with the same infrastructure - one that can be extended and adapted promptly and cost-effectively. Atos's Subsidiaries Integration, and our broader Consolidation and Harmonization solution, meet this need head on.

With a flexible, all-encompassing solution from Atos, supported by a comprehensive set of services, organizations can develop their business safe in the knowledge that even the smallest subsidiaries or newly-acquired operations are fully compliant with local and global reporting requirements - and wholly visible to the parent company - yet without restricting their freedom to innovate.

Achieving this delicate balance relies on choosing the right path for your organization, which in turn means selecting the right implementation partner.

Atos has all of the best options covered - because we invest heavily in our people, have close relationships with the leading technology companies, and draw extensively on our decades of experience at the coalface of real business.

To find out more, why not sign up for a Best-Practice Sharing workshop, which Atos can deliver anywhere in the world. This consultation will help you review your organization's global reporting infrastructure, the impact this is having on business agility, and how this compares with the situation at other international businesses.

By the end of the session, you will have a clearer understanding of the options available to you and the best route to improvement for your company.

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# About Atos

Atos SE (Societas Europaea) is a leader in digital services with 2013 pro forma annual revenue of €10 billion and 86,000 employees in 66 countries. Serving a global client base, the Group provides Consulting & Systems Integration services, Managed Services & BPO, Cloud operations, Big Data & Security solutions, as well as transactional services through Worldline, the European leader in the payments and transactional services industry. With its deep technology expertise and industry knowledge, the Group works with clients across different business sectors: Defense, Financial Services, Health, Manufacturing, Media & Utilities, Public Sector, Retail, Telecommunications and Transportation.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and is listed on the Euronext Paris market. Atos operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, and Worldline. For more information, visit: [atos.net](http://atos.net)

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