Financial Accounting and Controlling

Training Implementation Plan

FINANCE OPTIMIZATION TEAM

designed by Rose Marie Johnson

This page is intentionally blank.

Table of Contents

Overview of SAP Financial Accounting and Controlling (FI/CO)

The SAP Financial Accounting and Controlling (FI/CO) module includes two categories of functionality which are needed to run financial accounts. They include Financials (FI) and Controlling (CO).

SAP Financial Accounting Overview

The SAP Financial Accounting (FI) module is an important core module where in live-time, financial processing transactions are all captured to provide the basis by which data is drawn for external reporting. This module integrates with parallel modules that enable the company to unify processes that need utilization of several software packages. Designed to provide financial information from an external point of view, the main FI components offer functionality for the general ledger, accounts receivables and accounts payables, asset management, a special ledger used to meet user specific requirements, funds management, and legal consolidations.

- The **General Ledger (G/L)** houses the chart of accounts as well as account balances and line items. The G/L tracks all transactional postings such as inventory updates, sales revenues, bank accounts, and expenses.

- **Accounts Receivable (AR)** and **Accounts Payable (AP)** are sub ledgers of the G/L that support processes involved in the collection of revenues and payments of expenses. Combined AR and AP facilitate maintaining customer or vendor records, account balances and line items, payments, clearing, advice notices, dunning, interest calculations, check releases, and over/underpayment management. The AR/AP information systems support reporting for due date breakdown, payment history, sales outstanding days, overdue items, and currency risk.

- **Asset Management** is another sub-ledger to the G/L which focuses on management of fixed assets. Asset management maintains the master records for the assets, special valuations, country-specific requirements, and four types of depreciation calculations, one of which is cost depreciation. The special ledger functionality supports the ability to create other ledgers or sub-ledgers for specific user requirements. Special Ledgers can pull information from other modules and support simplistic allocations.

- In addition to ledgers and sub-ledgers, FI contains functionality supporting **Funds Management** and **Legal Consolidations**. Funds management provides the capabilities to define planned revenues and expenses for the management areas, monitor these transactions as compared to available funds, and prevent exceeding the budget. Once all transactions have been completed, consolidations can be made.

SAP Controlling Overview

The SAP Controlling (CO) module represents the company's flow of costs and revenue. It is a management instrument for organizational decisions that is designed to provide financial information from an internal managerial accounting point of view. To support this view of accounting, the CO module offers functionality for cost center accounting, activity-based costing, order and project accounting, product costing, and profitability analysis.

- **Cost Center Accounting** focuses on showing the expenses of the organization from a departmental view for the purpose of supporting responsibility accounting. Cost center accounting also supports the planning, budgeting, controlling, and allocation of departmental expenses.

  Additionally, many organizations desire to show the expenses of the organization within a process view. This process-oriented view is supported by the activity-based costing component.

  Within the company, costs might be incurred to support events and overhead-related projects. The order and project accounting capabilities of CO support planning, monitoring, capturing, and allocating the expenses related to these events.

  For production-related companies, many of the cost centers capture expenses that later will be attributed to products to determine product costs.

- The **Product Costing** component of the CO module focuses on the creation of the standard product cost estimates, charging overhead to production, capturing actual costs of production, calculating production variances, and settling production expenses to the appropriate profitability market segment.

  Expense objects—cost center, process, event or project, and products—allocate or settle costs to the profitability analysis component, which supports the generation of market profit and loss (P/L) statements at a gross and contribution margin level.

Scope and Strategy of SAP FI/CO Training Implementation Plan

The underlying scope of this Training Implementation Plan is to strategically optimize and maximize overall performance of SAP FI/CO for users whose day-to-day interactions with FI/CO inputs and outputs are critical to the company's business growth, nationally and globally.

Since SAP FI/CO users have real-time access to the company's financial information, elevating and fine-tuning competencies and skill-sets of approximately 200+ users require world-class, instructor-led and vILT training which is supported by robust training material including Participant Guides, Quick Reference Guides, One-Sheets, PowerPoint Decks, Online Help, SharePoint Toolkits, Knowledge Checks, and End-of-Module Assessments.

Applying functional expertise, guidance, and knowledge transfer in developing, scheduling, and delivering comprehensive training material within a combination of classroom, vILT, LMS, and Hypercare Workshop environments, ensures the SAP FI/CO training initiative will be effectively, systematically, and quickly implemented.

The following strategies will be utilized to ensure positive learning outcomes:

- Rapid analysis of each learner's current competencies and skill sets (***See Learner Competencies & Skills Checklist***) to identify pain points and areas of skills improvement.

- Gathering concise stakeholders' training requirements and assisting in the analysis of current pain points. This process will dictate best practices in terms of scope, length, training asset types, and supporting training material necessary in delivering logical, well thought out, and impactful training.

- Synergistically scoping and planning training objectives, modular-based outlines, and evaluation of training rollout with the Director of Finance, Finance Training Manager, Trainers, and Stakeholders to generate world-class training material and supporting training tools that can be used for various training platforms including classroom, vILT, and LMS delivery.

- Building strong alliances with stakeholders via regular correspondence in pursuit of subject matter expert input, feedback, and/or review of initial training material development, as appropriate, ensuring that their milestone-based contributions are not only critical to the training and development efforts, but also appreciated.

- Keeping all stakeholders and project resources in the loop on content development, scheduling, logistics, et al.

- Evaluating training outcome of the SAP FI/CO project via participant evaluations as well as internal evaluation system/methodology, using high ranking results to positively impact other training and development initiatives in the pipeline.

- Considering limitations of employee time spent in training sessions, budgetary and additional resources constraints, a modular-based approach to developing and designing courseware is of best practice. Each standalone module is taught based on audience learning needs as opposed to having all Finance staff take the complete SAP FI/CO training program, covering approximately 20 modules. (***See Recommended SAP FI/CO Modules***)

The partial list of questions below will require ideation:

- Other than the stated modules and topics, are there any additional SAP FI/CO modules that should be included? (***See Recommended SAP/FI/CO Modules***)

- Are there other business units/employees (aside from Finance) who will also need SAP FI/CO training?

- Can we count on additional non-trainer resources to deliver familial SAP FI/CO modules? (If *yes*, then scheduling train-the-trainer sessions will need to be factored into content development timelines. If *no*, then deep diving and scoping systematic rollout of each module is necessary. For example, merging modules 1-3 into a single or two training sessions).

- Are there any protocols in place whereby IT advises on SAP FI/CO system updates/releases to ensure validity of training content, prior to rollout?

- How will Finance new hires be trained post SAP FI/CO implementation? Is one-on-one, deskside training a consideration or will continual, group training sessions be required?

- What is the impact of SAP FI/CO training on international audiences? Will analysis of current competencies and evaluation be required to ensure concise training documentation and delivery? Will international audiences participate in vILT sessions only? Or will the team be required to travel to deliver training?

Why Modular-Based SAP FI/CO Training?

Considering the preliminary scope of SAP FI/CO training to be delivered to 200+ staff members, proposed recommendations based on best practices are as follows:

1. Each standalone module covers key SAP FI/CO topics, catering to role-specific audiences and their learning needs/requirements. If finance team members require advanced modules only, their training can easily be accommodated.

2. Post-training, standalone modules will be easier to maintain and update, considering SAP often updates tools and functionalities.

3. Multi-channel publishing of video simulations, vILT recordings, PPT decks, Participant Guides, QRGs, etc. will increase comprehension and overall learning outcomes.

4. Repurposing training materials across multi-channel platforms aids in rapid development and creation of learning assets.

5. Learning assets will be accessible and searchable for learner reference when uploaded to SharePoint.

6. Availability of both instructor-led and vILT training environments allows audiences to receive clear, concise, and relevant information regarding core concepts, increasing day-to-day performance of job functions, tasks, and responsibilities.

7. Authoring and delivering bite-sized training in four-hour blocks is preferred and beneficial to both audiences and content developers. Learners are more engaged in the learning process when given Participant Guides that do not exceed 10-20 pages per module.

8. Design and development of all modules will adhere to the ADDIE Adult Learning Model.

Recommended SAP FI/CO Modules for Training

Module 1: Interface and Navigation

Title	SAP FI/CO Interface and Navigation Training
Length	1 Day / 8 Hours **or** 2 Days / 4 Hours Per Day
Delivery	Classroom and / or vILT delivery including topic-based instruction, hands-on exercises, and end-of-module assessments; utilizing SAP S/4 HANA and PowerPoint decks (to display Blooms Taxonomy objectives for each topic). Learners receive Participate Guides, PowerPoint decks, and Quick Reference cards that can be downloaded, printed, and / or accessed via SharePoint.
Who Should Attend	This training is recommended for learners new to SAP FI/CO.
Prerequisites	Basic understanding of Windows.
Level	Beginning
Advanced Preparation	None
Objectives	This training covers how to navigate within SAP FI/CO and become familiar with basic concepts of G/L. Learners will explore FI/CO screens, fields, and features including transactions, favorites, shortcuts, user settings, and parameters as well as tips, tricks, and shortcuts in executing commonly used functions.
Topics	▪ Exploration of the SAP FI/CO Interface ▪ Customization and Modification of the Interface ▪ Navigation & Shortcut Key Tips ▪ Utilization of the Help Feature ▪ SAP FI/CO Terminology

Module 2: Core Business Processes Overview

Title	SAP FI/CO Core Business Processes Overview Training
Length	1 Day / 8 Hours **or** 2 Days / 4 Hours Per Day
Delivery	Classroom and / or vILT delivery including topic-based instruction, hands-on exercises, and end-of-module assessments; utilizing SAP S/4 HANA and PowerPoint decks (to display Blooms Taxonomy objectives for each topic). Learners receive Participate Guides, PowerPoint decks, and Quick Reference cards that can be downloaded, printed, and / or accessed via SharePoint.
Who Should Attend	▪ Finance staff ▪ IT staff ▪ Others responsible for SAP FI/CO input & output ▪ Project team members ▪ Consultants
Prerequisites	▪ SAP Interface and Navigation Training ▪ Basic understanding of Windows
Level	Beginning
Advanced Preparation	None
Objectives	The training covers core business processes of SAP FI/CO tasks as they relate to general accounting and financial analysis. Learners will gain a broad understanding of key tools used in processing transactions in Controlling (CO) and performing analyses of such transactions.
Topics	▪ General Ledger Accounting ▪ Accounts Payable Processes ▪ Accounts Receivable Processes ▪ Asset Accounting Processes ▪ Bank-related Accounting Processes ▪ Financial Statement Creation Processes ▪ Cost Center Accounting ▪ Activity Types & Work Centers

Module 3: G/L Accounting

Title	SAP G/L Accounting Training
Length	1 Day / 8 Hours **or** 2 Days / 4 Hours Per Day
Delivery	Classroom and / or vILT delivery including topic-based instruction, hands-on exercises, and end-of-module assessments; utilizing SAP S/4 HANA and PowerPoint decks (to display Blooms Taxonomy objectives for each topic). Learners receive Participate Guides, PowerPoint decks, and Quick Reference cards that can be downloaded, printed, and / or accessed via SharePoint.
Who Should Attend	▪ Finance staff ▪ IT staff ▪ Others responsible for SAP FI/CO input & output ▪ Project team members ▪ Consultants
Prerequisites	▪ SAP Overview and Navigation Training ▪ SAP Financial Accounting and Controlling Overview Training ▪ Some knowledge of Financial Accounting and Accounts Receivable
Level	Beginning and Intermediate
Advanced Preparation	None
Objective	This training provides learners with an understanding of General Ledger Processing through the introduction of related terms and concepts. It also provides demonstrations and practice related to Accounting Master Data, Document Entry including the various types of journal entries. After reviewing postings, learners will run various reports like Line-Item Analysis & Balance Displays.

Topics	▪ G/L and Customer/Vendor Accounts ▪ Document Control ▪ Posting Documents and Automatic Postings ▪ Bank Master Data ▪ Currency and Exchange Rates ▪ Fiscal Years and Posting Periods ▪ Input and Display Control ▪ Clearing Open Items ▪ Manual Incoming and Outgoing Payments ▪ Cash Journal ▪ Basic Concepts of Logistics Integration ▪ Special G/L Transactions (Down Payment Requests, Down Payments and Allocation, Individual Value Adjustments, etc.) ▪ Document Parking/Holding ▪ Substituting, Validating, and Archiving ▪ G/L Master Record ▪ Displaying Balances of G/L ▪ Calculating Interest ▪ Cash Management ▪ Bank Reconciliation

Competencies & Skills Checklist

Course Title		**SAP ERP Version**	
Trainer's Name		**Training Completion Date**	
Employee's Name		**Coach's Name**	

	Skill	Without Assistance	With Assistance	Needed Extensive Assistance	With Demo
☐	Understand SAP Interface and Navigation	☐	☐	☐	☐
☐	Understand Core Business Processes	☐	☐	☐	☐
☐	Understand G/L Accounting functionalities	☐	☐	☐	☐
☐	Understand Asset Accounting functionalities	☐	☐	☐	☐
☐	Identify most A/R processes and tools	☐	☐	☐	☐
☐	Identify most A/P processes and tools	☐	☐	☐	☐
☐	Understand A/P analysis	☐	☐	☐	☐
☐	Identify Internal Orders functions	☐	☐	☐	☐
☐	Understand Product Cost Accounting	☐	☐	☐	☐
☐	Understand month End Closing processes	☐	☐	☐	☐
☐	Understand Consolidations	☐	☐	☐	☐
☐	Understand Taxes and Revenue Management	☐	☐	☐	☐
☐	Understand BW Reporting procedures	☐	☐	☐	☐
☐	Understand Profitability Analysis Reporting	☐	☐	☐	☐
☐	Identify Differences between Old & New G/L	☐	☐	☐	☐
☐	Identify Auditing & SOX compliance	☐	☐	☐	☐

Content Development Milestones

SAP FI/CO Training Modules		Start Date	Dependencies	End Date
Content Development	Module 1: Navigation			
	Module 2: Financial Accounting and Controlling Overview			
	Module 3: G/L Accounting			
	Module 4: Asset Accounting			
	Module 5: A/R Processing			
	Module 6: A/P Processing			
	Module 7: A/P Payment Processing			
	Module 8: A/P Analysis			
	Module 9: Internal Orders			
	Module 10: Product Cost Accounting			
	Module 11: Product Cost Accounting (Yearly Rollup)			
	Module 12: Month End Close Processing			
	Module 13: Consolidations			
	Module 14: Taxes			
	Module 15: BW Reporting			
	Module 16: Profitability Analysis Reporting			
	Module 17: Financial Supply Chain Management			
	Module 18: Management Accounting			
	Module 19: New General Ledger			
	Module 20: Corporate Governance Overview (Auditing & Sarbanes-Oxley Act)			

Content Design and Development Timelines and Dependencies

SAP FI/CO PowerPoint Decks, QRGs & Supporting Documents		Start Date	Dependencies	End Date
PowerPoint Decks				
Quick Reference Guides				
Other Supporting Documents				

Core Business Units Requiring SAP FI/CO Training (National & Int'l)

Business Unit	Training Lead	Additional Training Resource(s)
Finance		
Legal		
IT		
Human Resources		