



Raman Arora

Managing Partner

Diverse Infotech Private Limited



Diverse Infotech
Simplifying Business

As global enterprises modernize their operations, how can SAP transformation programs help GCCs take on greater ownership of business-critical functions and enterprise-wide processes?

The next stage of GCC maturity will be defined less by how much work they execute and more by how much of the enterprise operating model they own. SAP transformation can accelerate this shift by creating a standardized digital core on SAP S/4HANA Cloud, with SAP BTP supporting integration, extensions, automation and analytics.

From our experience across multi-country manufacturing and services environments, the strongest programs standardize what is common, simplify the core and move differentiation outside the core wherever possible. This gives GCC teams a scalable foundation to own end-to-end processes across finance, procurement, supply chain and manufacturing, while preserving governance and control. Reusable global templates, common data

structures and real-time visibility also allow capabilities to be rolled out faster across countries. The real shift is from task execution to accountability for process performance, continuous improvement and measurable business outcomes.

AI is becoming a boardroom priority for many organizations. How can GCCs leverage SAP platforms and business data to move from automation towards more intelligent and insight-driven decision-making?

The objective should not be to run more AI pilots; it should be to improve business decisions. That requires trusted enterprise data, strong process context and intelligence embedded into day-to-day workflows. SAP Business Data Cloud can provide a governed data foundation, while SAP Analytics Cloud, SAP BTP, Integration Suite, SAP Business AI and Joule can connect insight with action.

For GCCs, the best starting points are practical, high-value use cases such as invoice exception handling, reconciliations, intelligent approvals, cash forecasting, predictive maintenance and service workflows. A strong model is to create a closed loop from data to insight, decision, workflow and measurable outcome. These solutions must also include data ownership, security, human oversight and auditability. The real measure of success is not the number of automations deployed,

but improvement in decision speed, accuracy, adoption and financial impact.

As GCCs take on larger transformation mandates, what are the biggest challenges they face in integrating global processes, data, and systems, and how can they overcome them?

The hardest integration problem is rarely technology alone; it is fragmentation across processes, data, systems and accountability. GCCs often inherit inconsistent master data, legacy applications, local customizations, multiple cloud platforms and country-specific regulatory requirements.

The answer is a phased, architecture-led approach: define common process standards, establish data ownership and use S/4HANA as the digital core, with SAP BTP Integration Suite, APIs and event-driven integration connecting legacy and third-party systems. Global standardization should not mean ignoring local requirements. Country-specific tax and regulatory needs should be handled through governed localization rather than uncontrolled core customization. Equally important is clear ownership of standards and exceptions across business, technology and GCC teams. Combined with strong monitoring, security, training and shared KPIs, this creates a scalable transformation model without recreating complexity. ■