

Business Strategy Execution: CX, BTP and a pathway to S4

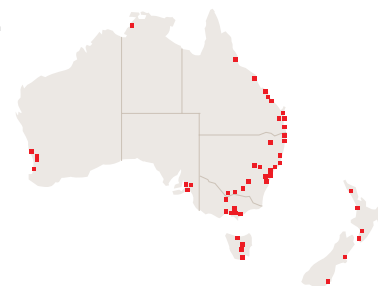
Cameron Webb

Executive General Manager,
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CSR Ltd

About CSR

CSR is a leading building products company in Australia and NZ

Formed in 1855, CSR is one of Australia's oldest manufacturing companies. Today it is a leading building products company in Australia and New Zealand and is the name behind some of the market's most trusted and recognised brand names.



KEY FACTS



\$2.3b

Revenue in YEM22



2,500+

CSR employees



170+

Manufacturing and distribution sites across Australia and NZ



18,000+

Customers across Australia and NZ

CSR

BUILDING PRODUCTS



\$228m

YEM22 EBIT

CSR's building products are used primarily in residential, multi-residential and commercial construction.

Through our innovation programs, we are developing new products and systems across our portfolio targeting sustainable buildings of the future.

PROPERTY



\$47m

YEM22 EBIT

CSR also generates additional earnings from its Property division which focuses on maximising financial returns by developing former manufacturing sites and industrial land for sale.

ALUMINIUM



\$40m

YEM22 EBIT

Through its 70% shareholding in Gove Aluminium Finance Limited, CSR holds an effective 25.2% interest in the Tomago aluminium smelter, located in New South Wales. Tomago is a globally competitive smelter which produces around 590,000 tonnes of aluminium annually, some 25% of Australia's primary aluminium production..

CSR

CSR has an extensive manufacturing and distribution network in AU and NZ

MANUFACTURING AND SUPPLY CHAIN EXPERTISE

170+

major manufacturing, distribution and property sites across Australia and NZ

2,500+
employees

\$1bn+
in goods and services procurement

Wide manufactured base plus imported and brought-in lines



EXTENSIVE DISTRIBUTION NETWORK

56

Gyprock Trade Centres

38

Gyprock aligned lining specialists

17

PGH/Monier selection centres

21

Bradford distribution centres

Supply and fix services



Aligned resellers

CUSTOMER REACH

18,000+

customers across Australia/NZ

24/7

digital access for ordering, invoicing, payments and delivery tracking

Technical and design support

Real-time delivery tracking



BRAND STRENGTH

Trusted and recognised in construction sector

Innovation in smarter and faster construction

Market leading brands

GYPROCK

Bradford

afs smarter permanent formwork.

martini

HIMMEL
INTERIOR SYSTEMS

MONIER

CEMINTEL

hebel
The better way to build

POTTER
INTERIOR SYSTEMS

PGH BRICKS & PAVERS

WHAT PROBLEM ARE WE SOLVING?

Transformation is about delivering our business strategy

Our Strategy House outlines our areas of focus as we execute our business strategy. Alongside the business unit strategic plans, two new areas of focus are not only new teams, but also programs uplifting capability in these areas.

Building solutions for a better future



OUR STARTING POINT

The business strategy had a significant implication for our technology

To achieve our business objectives we needed to make changes to our system landscape which was configured to serve the needs of each individual product brand.

To succeed, we needed to:

- Move from brand-based business processes to one set of consistent processes
- Remove technologies providing duplicated capability
- Become capable of delivering large scale change
- Reconfigure master data to allow consistent use across processes, functions and business units
- Build a centralised analytics capability

And....

- Sequence an “upgrade” from ECC to S4/HANA

Decision - Do We:

**Transform
outside of SAP**

- Execute our plan
- Innovate outside of SAP
- Improve experience for customers
- Deliver benefits identified in strategy

Transform SAP

- Implement S4
- Innovate inside SAP
- Improve experience for team

OR

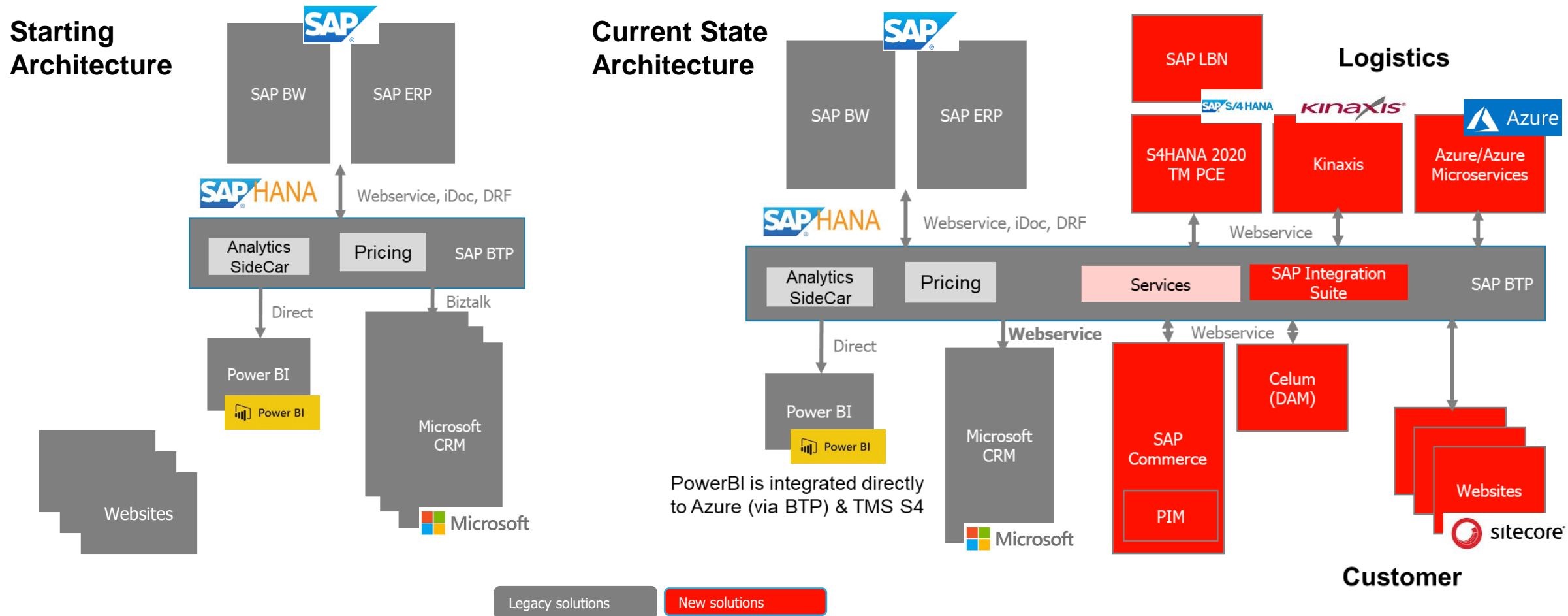
Transform SAP

**Transform
outside of SAP**

CUSTOMER FOCUSSED

We chose to focus on customer experience first

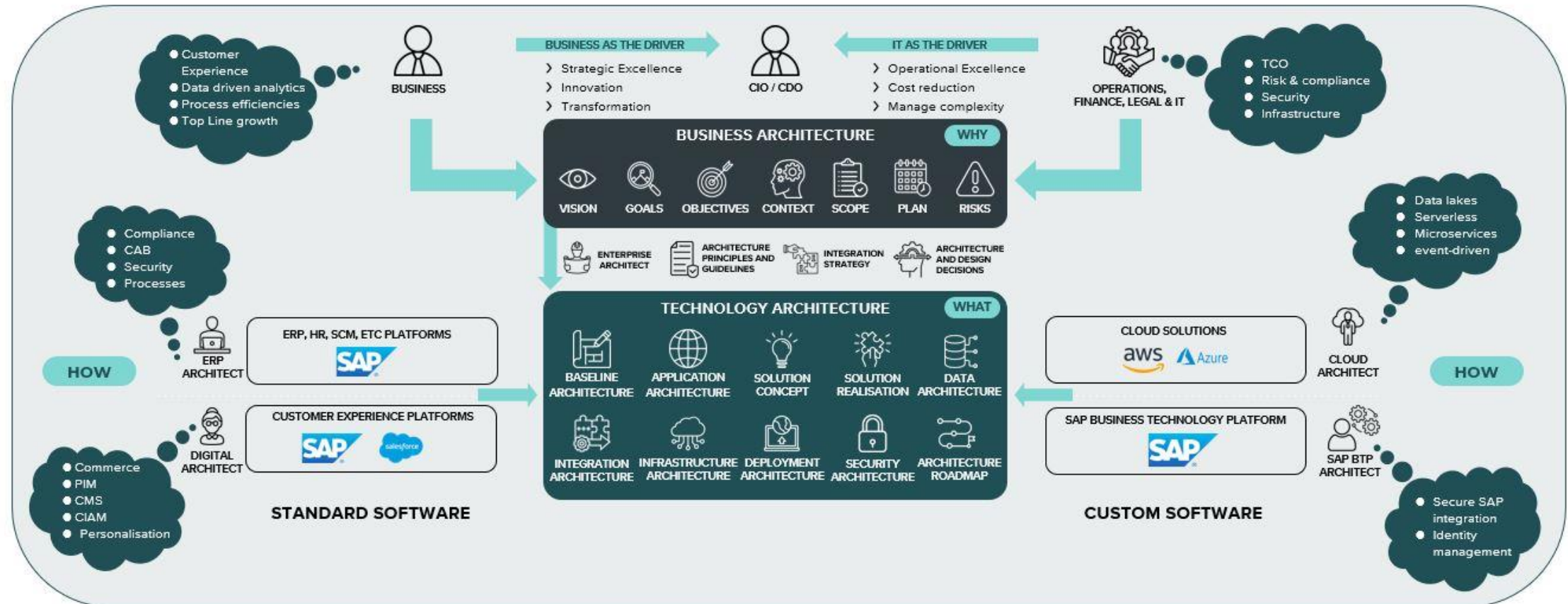
In choosing **what** we did, we knew there would be regret spend and effort. It became an objective to architect ourselves into a position the meant we could minimise regret spend as much as possible. Our approach – **Abstraction and SAP BTP**



LETS STEP BACK A BIT

Good architecture gets good outcomes

ONE SIZE DOES NOT FIT ALL COMPANIES ARE ALL ADOPTING A HYBRID LANDSCAPE



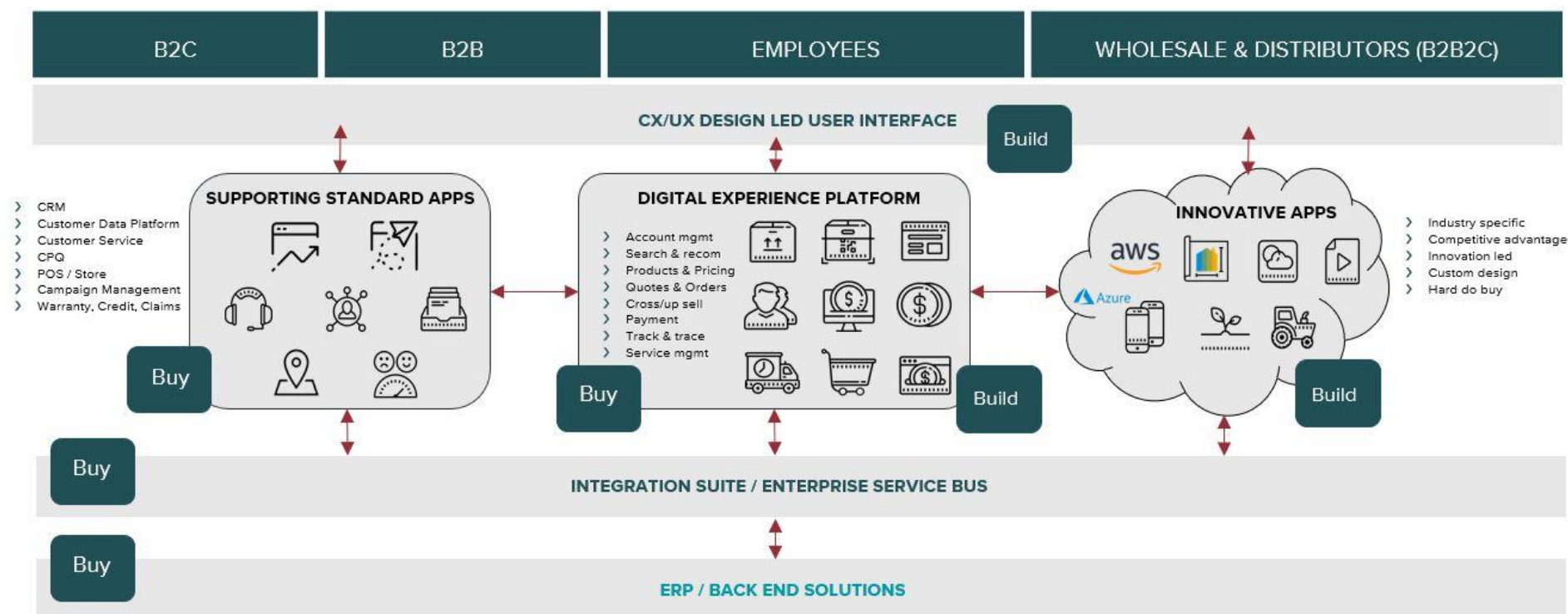
THE CHALLENGE FOR TECH TEAMS

Delivery of strategy requires different capabilities

Technology leaders need a very good understanding of business capabilities. Business strategy also drives the need for different technology capabilities and a clear execution plan

CUSTOMER EXPERIENCE REFERENCE ARCHITECTURE

FUTURE STATE TECHNOLOGY ARCHITECTURE - HYBRID IS THE WAY



WHAT HAVE WE LEARNT?

Lessons from the frontline

1. Prioritisation of initiatives – deliver value early
2. Abstraction works
3. CX requires two skills – customer insight and solid delivery capability
4. SAP BTP allows “Mega-abstraction”
5. Architecture is critical, but to get it right, you need knowledge of business functions
6. S4? think about:
 - a) Landscape transition – current, transition and future
 - b) Sequencing of delivery – what to do before during and after the core S4 delivery

Q&A

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Thank you



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FIND OUT HOW YOUR DIGITAL MATURITY BENCHMARKS AGAINST YOUR PEERS AT MASTERING SAP

TAKE THE ASSESSMENT HERE!

TAKE THE ASSESSMENT NOW



GET A CHANCE TO WIN A PAIR OF BOSE NOISE-CANCELLING HEADPHONES!

