Mastering SAP Collaborate
22 - 23 May 2024

Crown Promenade, Melbourne

James Drummond

Head of Architecture

GrainCorp

Enterprise Architecture, motorbikes, corners, and potholes...

05/2024

OPENING THOUGHTS

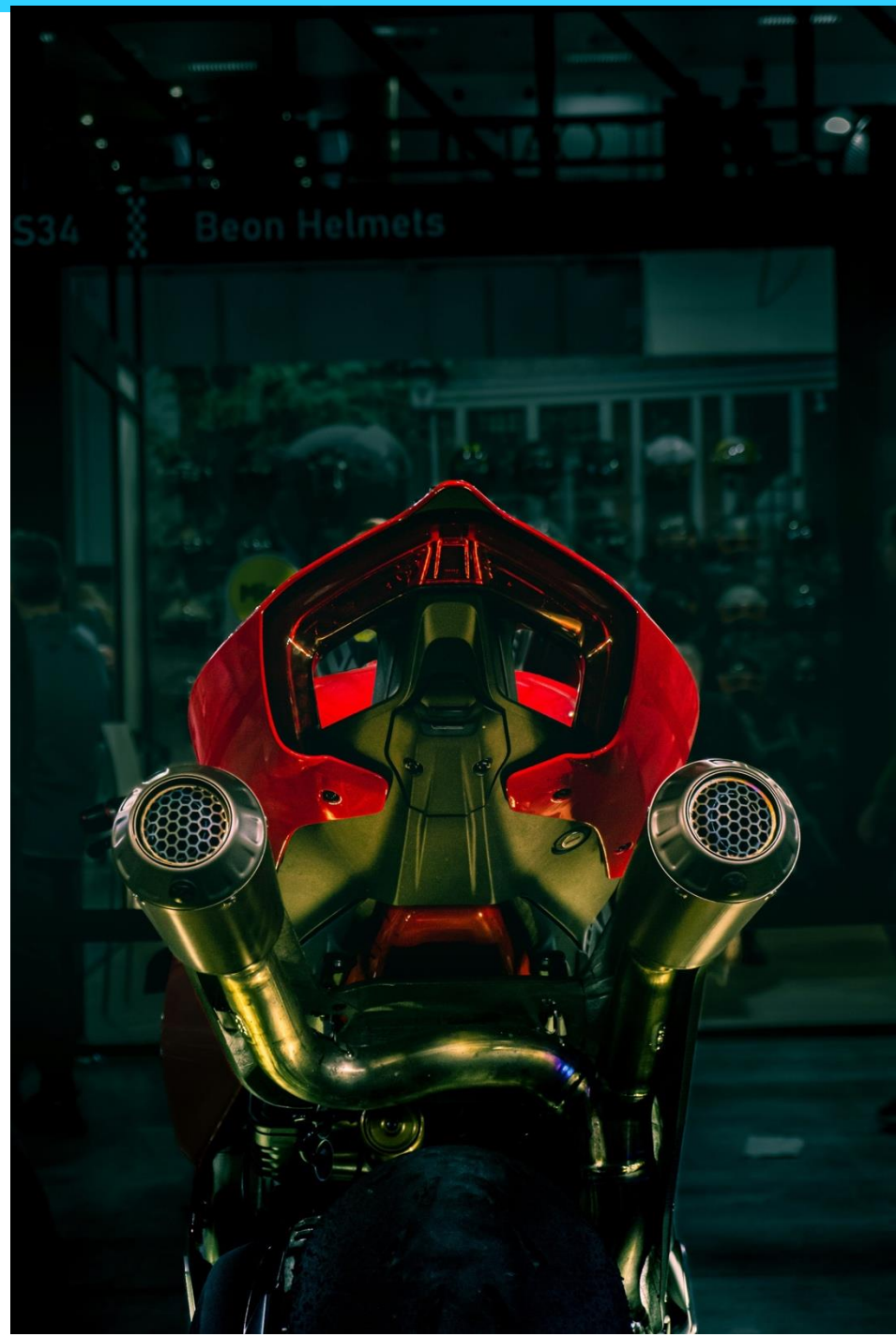
“Good design is a matter of discipline. It starts by looking at the problem and collecting all the available information about it. If you understand the problem, you have the solution. It’s really more about logic than imagination.”

Massimo Vignelli.

OPENING THOUGHTS

“Logic will get you from A to B. Imagination will take you everywhere..”

Albert Einstein.



OPENING THOUGHTS

“A good plan is like a road map: it shows the final destination and usually the best way to get there.”

H. Stanely Judd.

SESSION TOPICS

- Being adaptable, just enough of the right architecture at the right time
- It’s about the culture you create, change is hard people need a lot of encouragement
- Involve all the stakeholders in the process
- Tools help to achieve greater collaborating and co-ordination…across delivery teams, department’s business and IT

GrainCorp

About GrainCorp

GrainCorp is a leading Australian agribusiness and processing company, with integrated operations across four continents and a proud history of delivering for customers for more than 100 years.

~160
Receival sites throughout ECA

10,000+
Grower customers

2,380
Total employees (approximate)

475,000
Tonnes of oilseed crush capacity

4
Grain elevators and one port in western Canada

290,000
Tonnes of oil refining, bleaching and deodorising (RBD) capacity

Strategically located assets, connecting growers to global markets

How we operate

We partner with growers to maximise the value of their crops, connecting them to domestic and global marketplaces through our end-to-end supply chain and infrastructure assets. We develop innovative solutions to create high quality and sustainable products across the food, feed and industrial sectors.

East Coast Australia

- Largest grain storage and handling network on ECA.
- 160 regional receival sites and seven bulk ports, connected by road and rail infrastructure.
- Import/export of other bulk materials, e.g. cement, woodchips and fertiliser.

Oilseeds

- Leading oilseed crusher/refiner in Australia.
- Producing a range of canola oil and canola meal for domestic and international customers.

Foods

- Leading refiner of edible fats and oils in Australia.
- Supplier of ingredients for infant formula, bakery and large-scale food manufacturing industries.

International

- Global network of offices, originating grain, pulses and oilseeds from different regions.
- Delivering to 350+ customers in 50+ countries.

Feeds, Fats & Oils

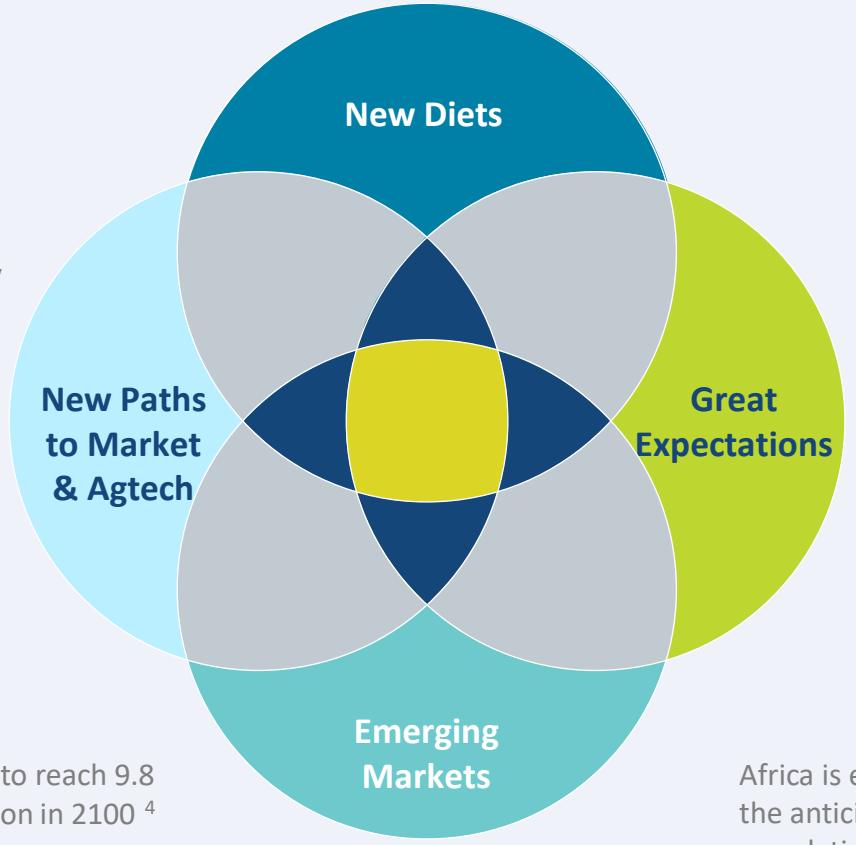
- Procurement, shipping, accreditation and value-added supply of tallow, vegetable oils and Used Cooking Oil.
- Manufacturer of feed solutions to meet nutritional needs and improve herd productivity.

Impacts of changes in Agribusiness

Asia is expected to be the second largest contributor to this future growth, adding over 750 million people [3]

Greater Asian influences
Fast-moving wellbeing trends

Over the past 5 years UK sales of meat substitutes have grown by more than 85% [5]



Right now, a cross-section of technologies and disciplines – from sensors, artificial intelligence and big data to biotech and robotics – are being used by progressive startups to boost global food supplies [5]

Increased adoption of online platforms
Buyers agents going mainstream

US$5.7 billion - Estimated global market for agriculture robots by 2024 [3]

US$2.9 billion - Estimated global market for drones in agriculture in 2021 [3]

Less than 1% of domestic farmland is currently certified organic in the US, and Americans are spending $1 billion a year to import organic foods [5]

Detailed providence information
Sustainability & welfare standards

Agriculture is responsible for 80 percent of tropical deforestation [1]

More than 5 billion people could suffer water shortages by 2050 due to pollution, climate change, and increased demand [2]

World population projected to reach 9.8 billion in 2050, and 11.2 billion in 2100 [4]

Africa is expected to represent half of the anticipated growth in global population between now and 2050. [3]

Greater focus on emerging markets
Digital trade routes

1. Source: Rainforest Alliance
2. Source: UN World Water Development Report 2020
3. Source: Talking 2030 Growing agriculture into a $100 billion industry
4. Source: UN Department of Economics and Social Affairs
5. Source: World Economic Forum

A Brief History of Everything

Early Days

~1980s-1990s

Defining features

- Enterprise Architecture (EA) emerged due to the challenges of managing IT systems in large organizations.
- Initially concentrated on IT infrastructure and applications.
- Aimed at optimizing technology investments and aligning them with business objectives.
- Frameworks such as Zachman Framework and TOGAF established standards and best practices in EA.

Strategic Alignment

~2000s

Defining features

- EA expanded beyond IT to encompass broader business strategy alignment.
- Emphasis on linking IT initiatives directly to business goals and processes.
- Increased use of EA to support mergers, acquisitions, and global expansions.
- Expansion of frameworks like Gartner's Enterprise Architecture Planning (EAP) and The Open Group Architecture Framework (TOGAF).

Digital Transformation

~2010s

Defining features

- Rapid technological advancements, including cloud computing, big data, mobile, and social media, led to a shift in EA focus towards digital transformation.
- EA became crucial for enabling agility, innovation, and customer-centricity.
- Adoption of agile and DevOps methodologies within EA teams for faster delivery and responsiveness.
- Integration of EA with other disciplines such as business process management (BPM) and data management to create holistic digital strategies.
- •Emergence of new architecture frameworks and methodologies like Scaled Agile Framework (SAFe) and Business Architecture Guild's Business Architecture Body of Knowledge (BIZBOK).

Modern Landscape

Today

Defining features

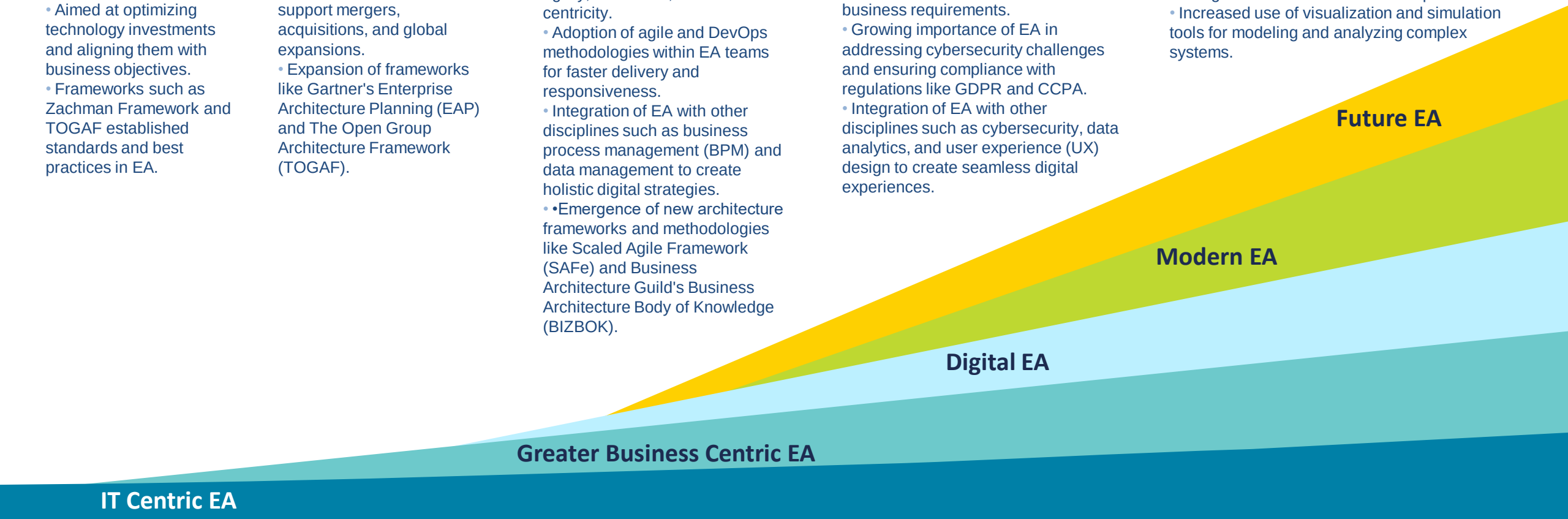
- Greater emphasis on ecosystem thinking (Cloud Centric), acknowledging the interconnectedness of organizations with partners, suppliers, and customers.
- Shift towards dynamic, adaptive architectures that can respond quickly to changing market conditions and business requirements.
- Growing importance of EA in addressing cybersecurity challenges and ensuring compliance with regulations like GDPR and CCPA.
- Integration of EA with other disciplines such as cybersecurity, data analytics, and user experience (UX) design to create seamless digital experiences.

What the Future Holds

Into the future…

Defining features

- Greater focus on sustainability and ethical considerations in technology decision-making.
- AI and machine learning will play a more significant role in EA, automating routine tasks and providing insights for decision-making.
- EA will become more decentralized and collaborative, involving stakeholders from across the organization in the architecture process.
- Increased use of visualization and simulation tools for modeling and analyzing complex systems.



Building a Base – Business Content is Key

Business Model Canvas

Business Capability Model

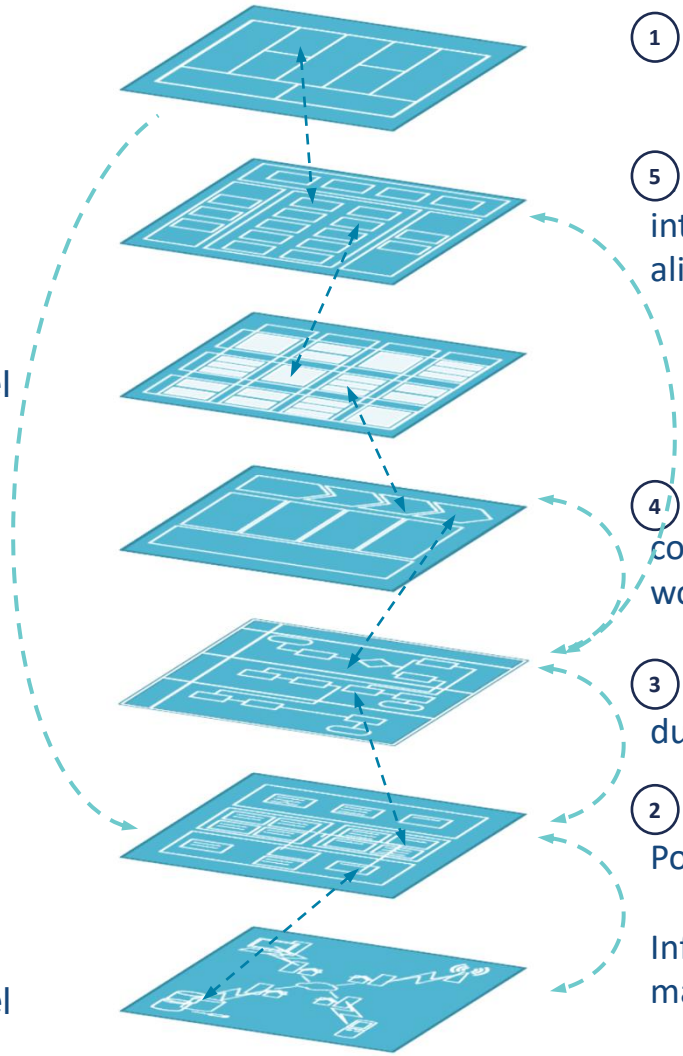
Component Business Model

Business Value Stream

Business Process Model

Application Portfolio Model

Infrastructure Service Model



1 Started with a basic grounding in the business basics…

5 To elevate the thinking to a more future focused view, Capabilities were introduced as a way to 'create a baseline for business /IT transformation and alignment discussions' – This is where the matchmaking began…

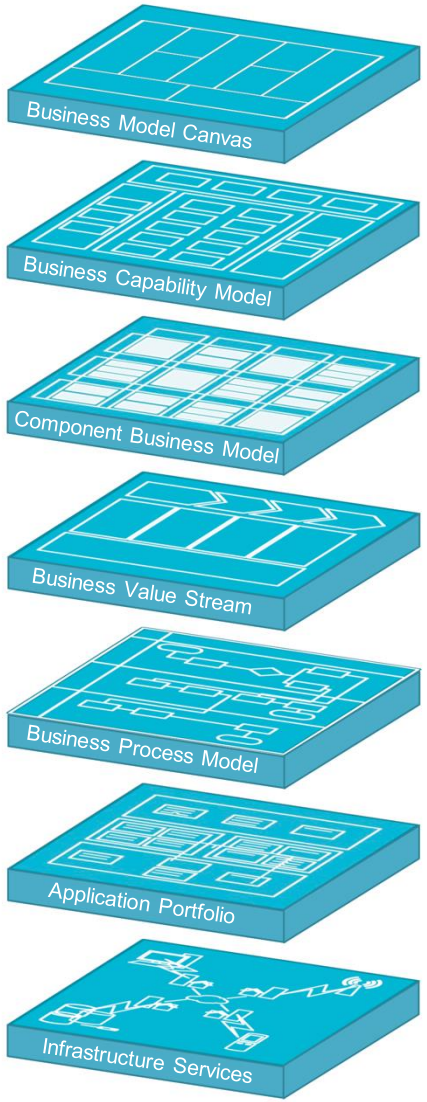
4 Value Streams were then leveraged to move thinking forward to what is common, more relatable to processes for the organization (although the preference would have been to utilise capability views, some early experimentation)

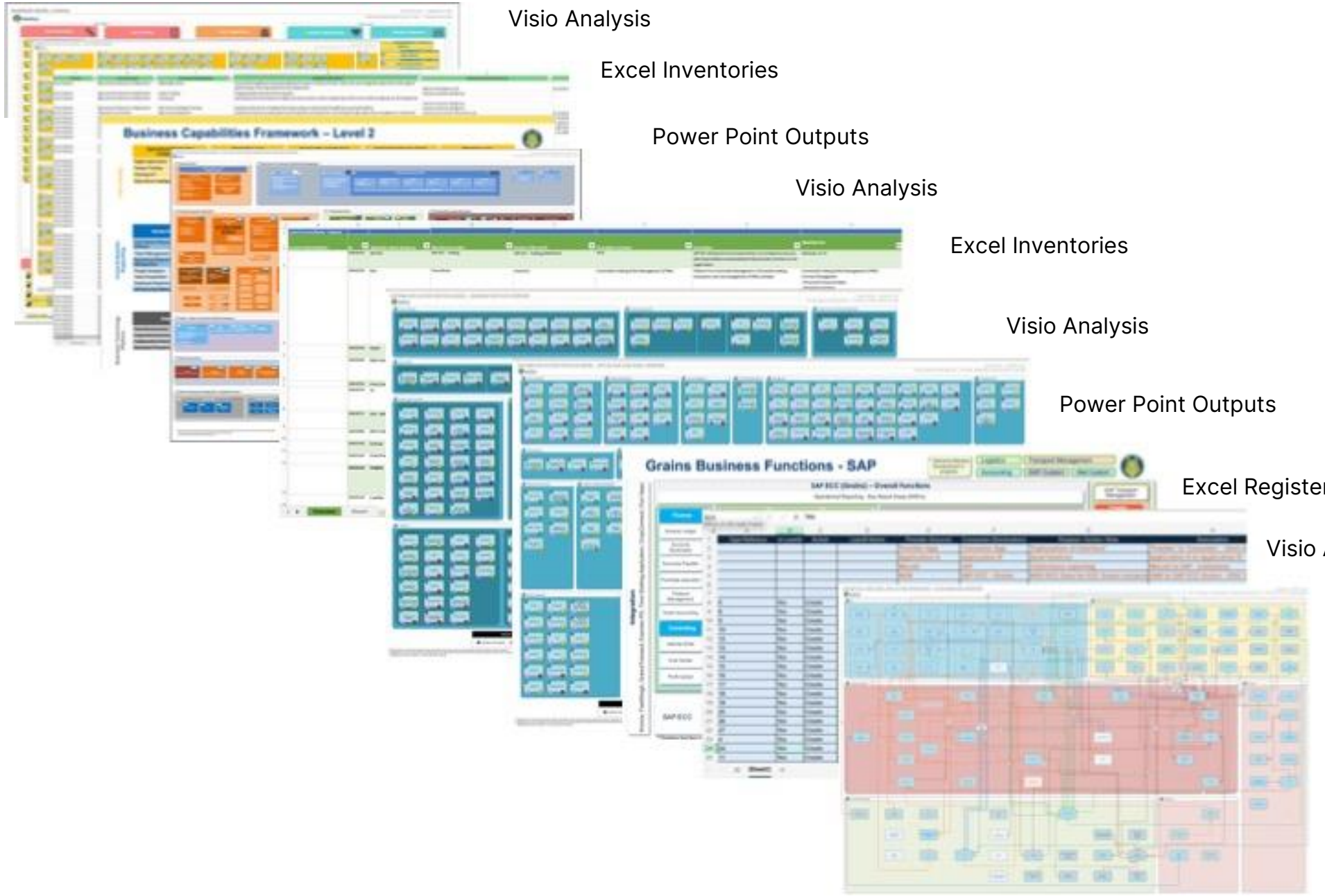
3 Then moving up into process architectures to elevate the challenges of duplicated technologies

2 Initial focus was on technology complexity reduction utilising typical Application Portfolio Management approaches

Infra was a minor consideration, less formally mapped but still holds potential in managing transformation journeys or helping to highlight technology risks

From





Visio Analysis

Excel Inventories

Power Point Outputs

Visio Analysis

Excel Inventories

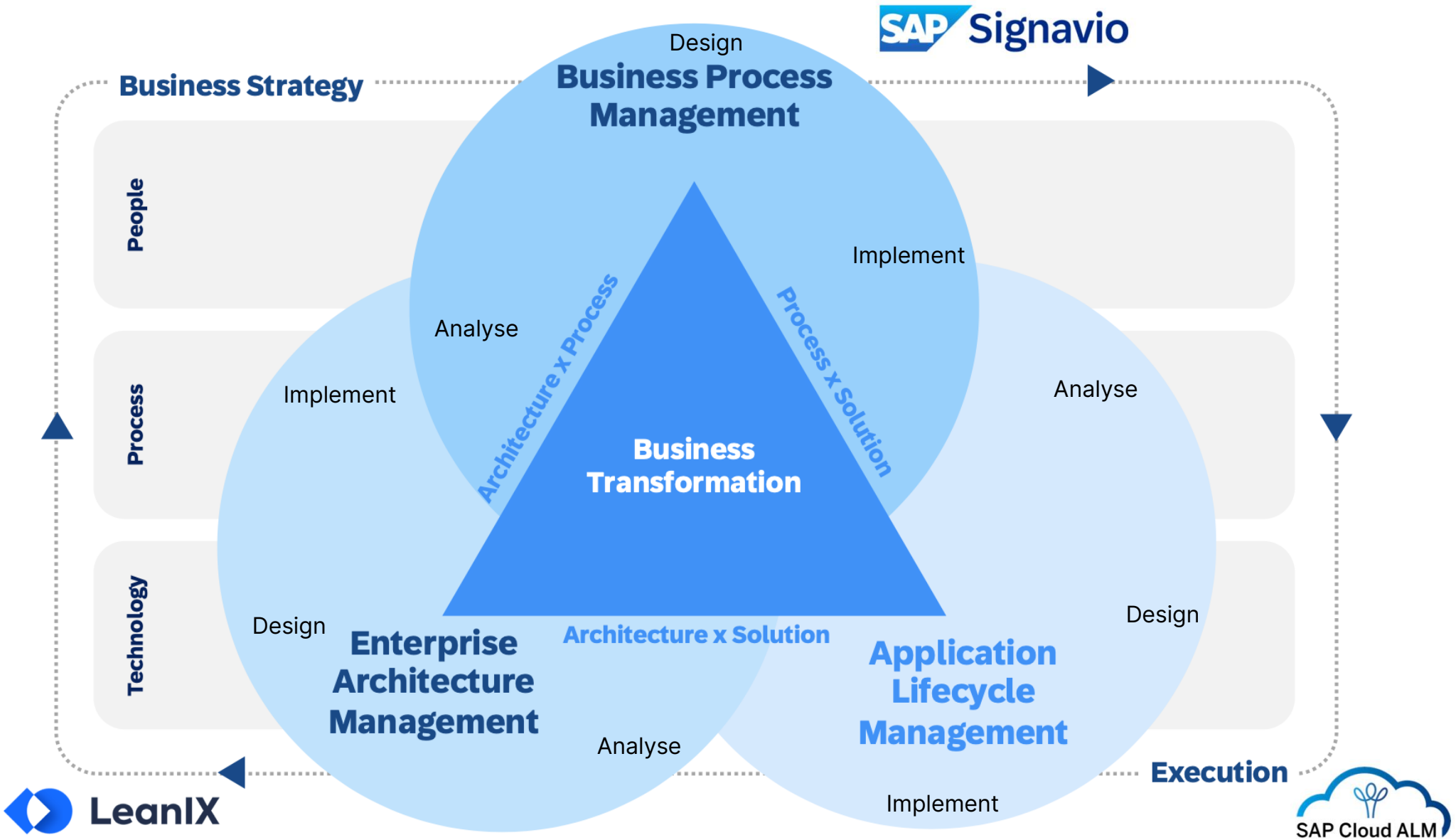
Visio Analysis

Power Point Outputs

Excel Registers

Visio Analys

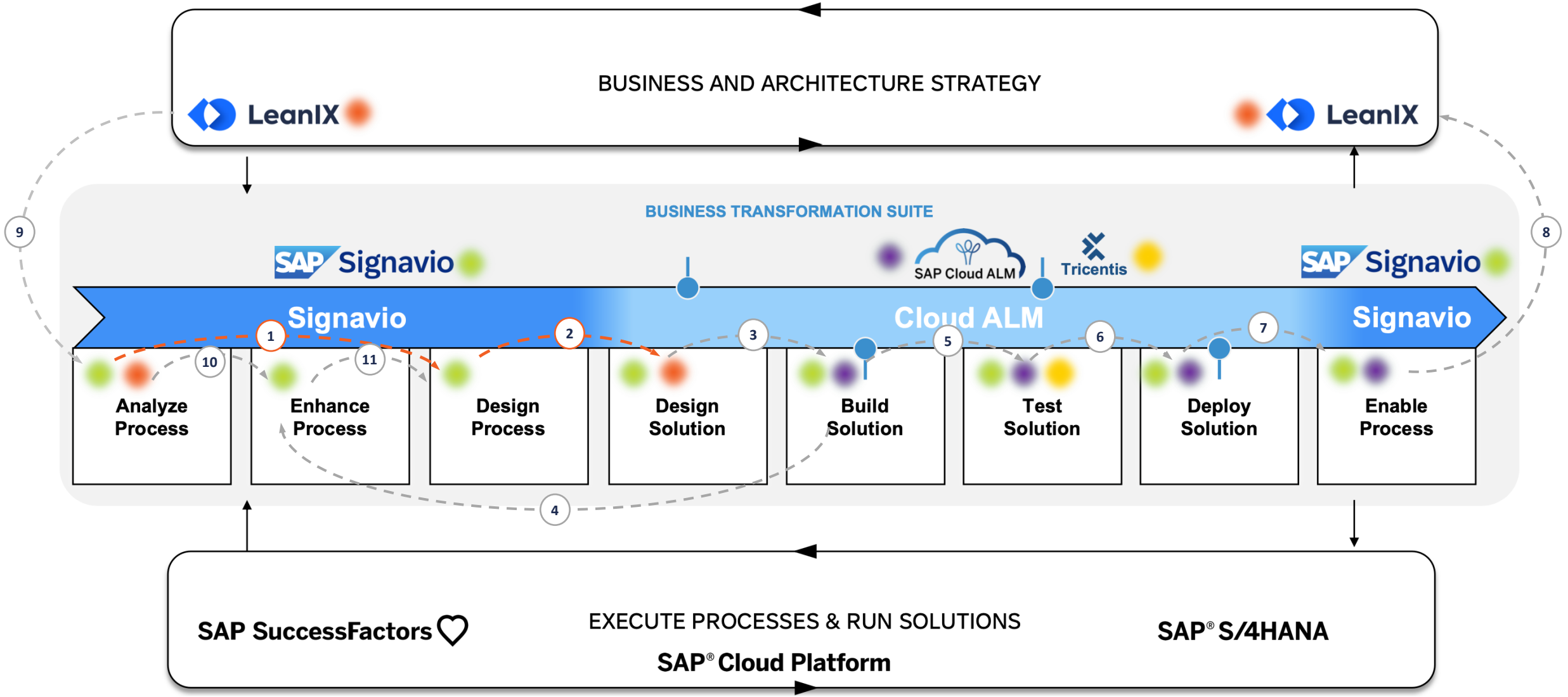
The Bigger Picture: Business Transformation



1. Source: Adjusted from SAP materials, please refer to SAP for product descriptions and disclaimers

Transformation Suite Approach – End-to-End Transformation process

Building a flywheel, one step at a time



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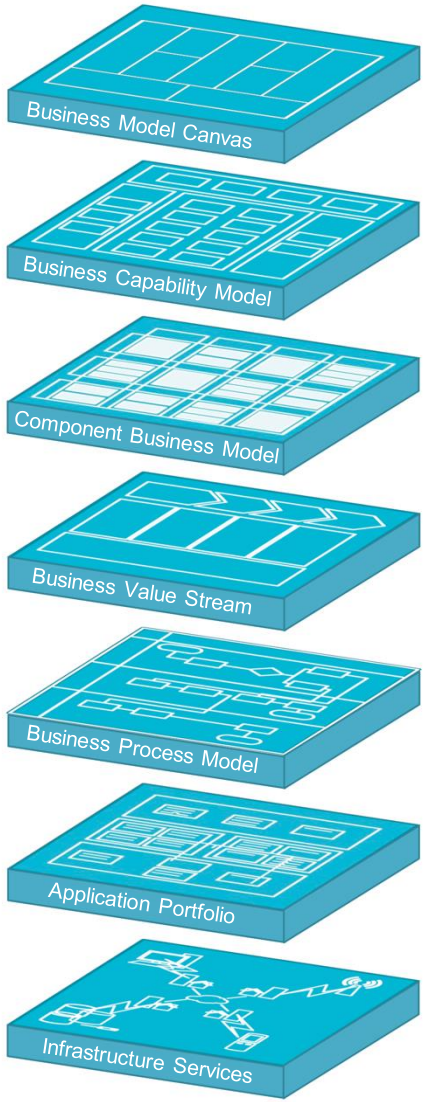


Visio Analysis

Fact Sheets (for most if not all inventories)

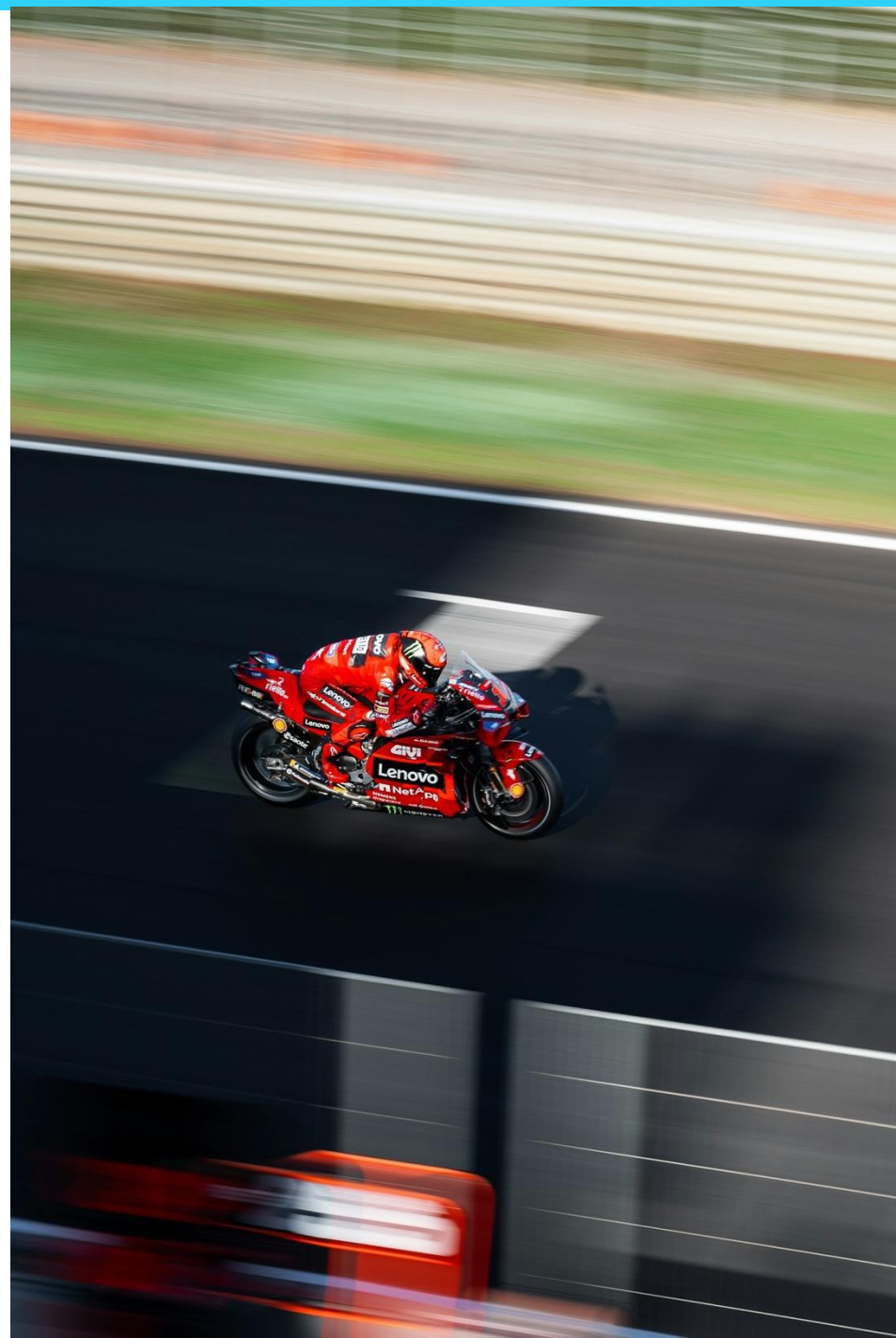
Online Outputs

Digital Process Maps

Online Outputs

What I hope you take away

- Be more like Elsa (Learn to let it go)
- Catch more fish (Become a great coach)
- Solve just one problem (Align with the most immediate needs)
- Follow the money (Always focus on the business outcomes)
- Don’t be Tim the Tool Man (Business content is key)



Closing thoughts

> **“A good tool improves the way you work. A great tool improves the way you think.”**
>
> Jeff Duntemann

Some useful resources

Business Architecture Guild
https://www.businessarchitectureguild.org/

Founded in late 2010, its primary purpose is "to promote best practices and expand the knowledge-base of the business architecture discipline." The Guild is a not for profit, international membership organization for practitioners and others interested in the developing the field of business architecture.

SAP Enterprise Architecture group
https://community.sap.com/t5/enterprise-architecture/gh-p/Enterprise-Architecture

A dedicated SAP community for discussions about Enterprise Architecture frameworks, tools, strategy, the TOGAF standard, and more..

LeanIX Resources Library
https://www.leanix.net/en/resources/download

Resource library full of useful whitepapers, posters, tools, success kits, etc. for inspiration on where to get started around developing your architecture journeys.

SAP Signavio Process Explorer
https://editor.signavio.com/p/hub/home

(SUSER ID required). SAP Signavio Process Explorer provides access to accumulated process knowledge in a central location. The solution is part of the One Process Acceleration Layer practice, which provides a new way to transform and run your business.
Value accelerators support the journey from strategy to operations. SAP Signavio Process Explorer consists of different entry points. You can explore process knowledge from different perspectives and for different purposes.

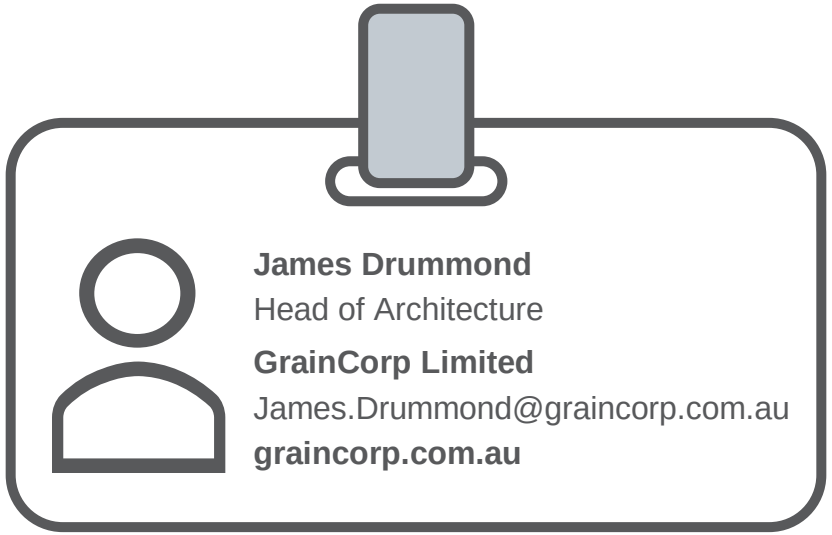
The Open Group TOGAF Standard
https://www.opengroup.org/togaf

The TOGAF® Standard, a standard of The Open Group, is a proven Enterprise Architecture methodology and framework used by the world's leading organizations to improve business efficiency. With greatly expanded guidance and how-to material, it enables organizations to operate in an efficient and effective way across a broad range of use-cases, including agile enterprises and Digital Transformation.

General definitions adopted for the purposes of this presentation

Business Model Canvas BMC	The Business Model Canvas is a strategic management template used for developing new business models and documenting existing ones. It offers a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances, assisting businesses to align their activities by illustrating potential trade-offs. The nine "building blocks" of the business model design template that came to be called the Business Model Canvas were initially proposed in 2005 by Alexander Osterwalder.
Business Capability Model BCM	A business capability model or business capability map (BCM) provides structured graphical representations of all organizational business capabilities, their relationship and hierarchy.
Component Business Model CBM	Component business model (CBM) is a technique to model and analyse an enterprise. It is a logical representation or map of business components or "building blocks" and can be depicted on a single page. It can be used to analyse the alignment of enterprise strategy with the organization's capabilities and investments, identify redundant or overlapping business capabilities, analyse sourcing options for the different components (buy or build), prioritizing transformation options and can be used to create a unified roadmap after mergers or acquisitions.
Business Value Stream BVSM	A business value stream is an end-to-end collection of activities (or processes or value stream stages, sometimes dependant on the level of abstraction) that create a result for a customer, who may be the ultimate customer or an internal end user of the value stream. A Business Value Stream model or Business Value Stream map (BVSM) provides structured graphical representations of all organisations value streams the drive customer outcomes, both internal and external.
Business Process Model BPM	A Business Process model or Business Process map (BPM) provides structured graphical representations of all organisations processes provides guidance for the management of process modelling boundaries. This is related, but distinctly different to the business process modelling itself (which involves things like Business Process Modelling Notation – BPMN) but forms overall part of Business Process Management.
Application Portfolio Model APM	An Application (or IT systems) Portfolio Model or Map (APM) provides structured graphical representations of all organisations applications estate. It aids in the applying the discipline in managing software assets to justify and measure the financial benefits of each application in comparison to the application maintenance and operations.
Infrastructure Service Model ISM	The Technology architecture or infrastructure architecture covers the structure and behaviour of the IT infrastructure. Includes views of the client and server nodes of the hardware configuration, the infrastructure applications that run on them, the infrastructure services they offer to applications, the protocols and networks that connect applications and nodes. Generally developed to facilitate the implementation of manage changes to the applications layer in response to business drivers.

Q&A



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