

How Finance Shaped the S/4HANA Business Case through active engagement with the Finance Community



Russell Dawson & Simon Wee

Our Group



Our focus today...

Our Transformation
Journey

Focusing on Business
Outcomes

It's OK to pause and
pivot

About Us



Our Group consists of energy infrastructure company **Jemena** and asset service delivery company **Zinfra**:

Jemena provides safe, secure, and reliable energy to more than 1.9 million homes and businesses across southern and eastern Australia.

Zinfra is a leading delivery partner to the utility infrastructure sector providing a comprehensive range of services nationally.

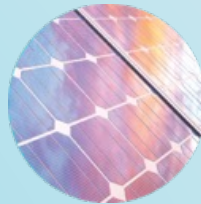
Our Group also has interests in: ActewAGL (EvoEnergy), United Energy, and other minority investments.



Our Customers



Supply gas to more than **1.5 million** homes, businesses, and industrial customers across New South Wales (AU)



Through **Zinfra** we're working in partnership with leading energy infrastructure companies to **build the energy system of tomorrow**



Deliver electricity to more than **380,000** homes, businesses, and industrial customers across parts of north-west Melbourne (AU)



We own and operate some of the country's most significant gas infrastructure including the **Northern Gas Pipeline**, the **Eastern Gas Pipeline**, and the **Queensland Gas Pipeline**

Did you know?

Jemena is an Aboriginal word derived from the Wagiman language meaning 'to hear, to listen, and to think'.

Zinfra's name reflects its role in providing the 'a to z' of **infrastructure** services.

Jemena at a glance...



\$12.4 billion
in assets



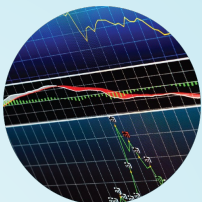
Top Quartile
Safety performance



3,000+
Employees across
Australia



\$1.3 billion*
capital and operational expenditure



\$721 million*
contribution to the economy,
through employees, suppliers
and taxes



**13+ CBD and
regional offices**
across Australia

** Based on CY22 figures .*

Our Assets across the Eastern and Northern States of Australia

Gas/Electricity

- 1** ActewAGL Distribution Partnership (50%)

Gas

- 2** Atlas Gas Pipeline
3 Atlas Gas Processing Facility
4 Colongra Gas Transmission and Storage Pipeline
5 Darling Downs Pipelines
6 Eastern Gas Pipeline
7 Jemena Gas Network
8 Northern Gas Pipeline
9 Phillip Creek Compressor Station
10 Mount Isa Compressor Station
11 Queensland Gas Pipeline
12 Roma North Gas Processing Facility
13 VicHub

Electricity

- 14** Regulated Electricity Network
15 United Energy Distribution (34% Group ownership)
16 Jemena Offices
17 Zinfra



We are aware that our operating environment is changing



**Policy &
Regulation**



Climate



**Pace of
electrification**



Resilience



Role of gas

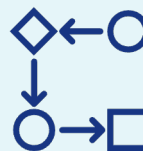
Positioning Finance members for greater impact



**Tech /
Data**



People



Process

Technology as a
catalyst

Data & Analytics

Tighten integrated
processes

Get the data right
& use new
technology

Enhancing
capability to
better biz partner

Improved
forecasting
through analytics

- Lift the finance capability through enhancement in reporting & analytics
- Aligned our Reporting & Analytics Strategy to the Finance Value Proposition

We are at the start of this current change journey

We are here...



The road ahead is not always linear
Lots of learnings along the way!

Changes
Previous

Our People

- Leverage our rich experience
- “We don’t know, what we don’t know”
- Few ‘early adopters’

No Big Bang change!

- Competing priorities
- Cost pressures
- We have some time!

Business Driven

- Not just about new technology
- Link to business outcomes
- Make the change stick!

From ECC6 to S/4HANA

S/4HANA
Scope
discussion

Deliver technical ERP
conversion, aligned with
the ERP Strategy

Phase 0 – ERP Strategy development

Phase 1 – Preparation for Conversion

Phase 2 – Technical Conversion

Phase 3 – Post Conversion and Future
Enhancements

What's missing?

Reshaping the thinking around scope – not just technology



**Good
Business
Outcome**

- Scope needed incremental value
- Good business engagement
- Solve Problems

Actively engage the Finance community

Started with Our People

- Bring **awareness**
- **Co-create** future
- **Make space** to ask questions, to understand

Good Business Outcome

- Scope needed **incremental value**
- Good **business engagement**
- **Solve Problems**

Actively engage the Finance community

Started with Our People

- Bring **awareness**
- **Co-create** future
- **Make space** to ask questions, to understand

Active Change Management

- **Clear Finance IT roadmap** of improvements
- **Show value** along the way

Good Business Outcome

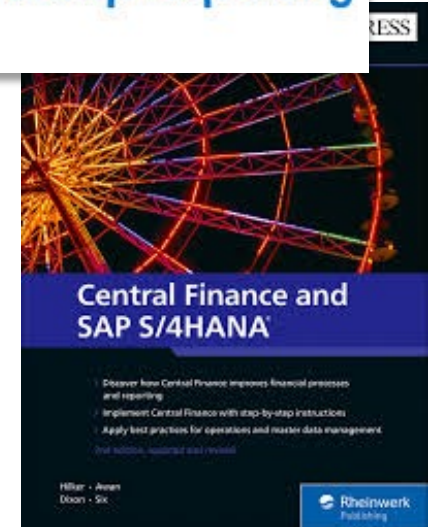
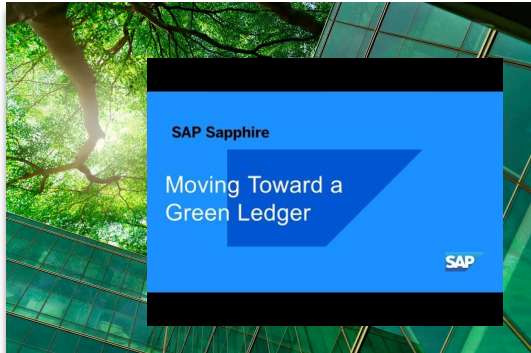
- Scope needed **incremental value**
- Good **business engagement**
- **Solve problems**

Phase 0



Start of our pivot...

New terms were introduced



We didn't know, what we didn't know...

International SAP Conference for Utilities



SAP Walldorf



2023

MASTERING SAP

An SAPinsider Company

Met with our peers

**Leverage finance
as catalyst**

**Business buy-in
is critical**

**Don't neglect the
UX**

**Don't skimp on
good project
SMEs**

Series of workshops & round-table discussions with SAP covering specific areas of interest within Finance & our Digital teams

S/4HANA
101

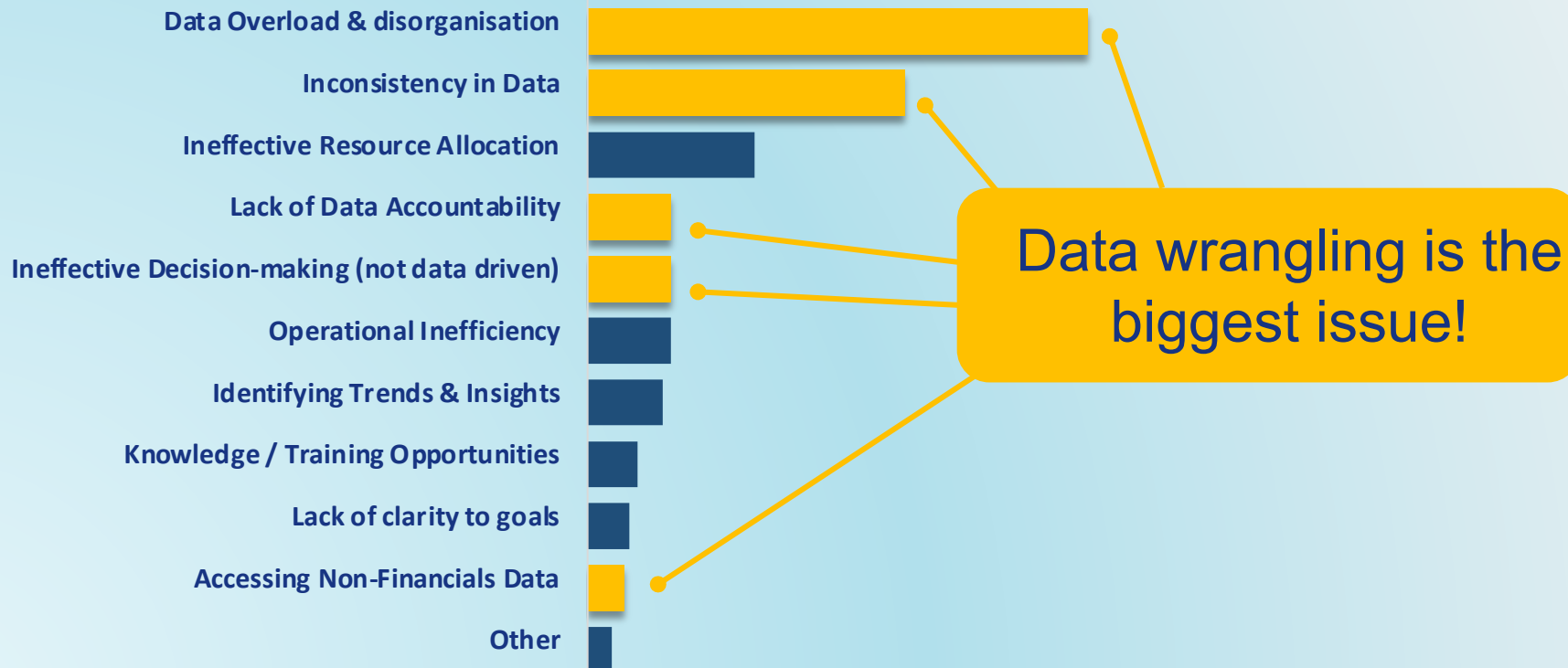
SAC
Planning

Process
mining with
Signavio

Group
Reporting

Carbon
Accounting
/ Green
ledger

Ran a series of workshops across All-Finance



Addressing the Finance community pain-points

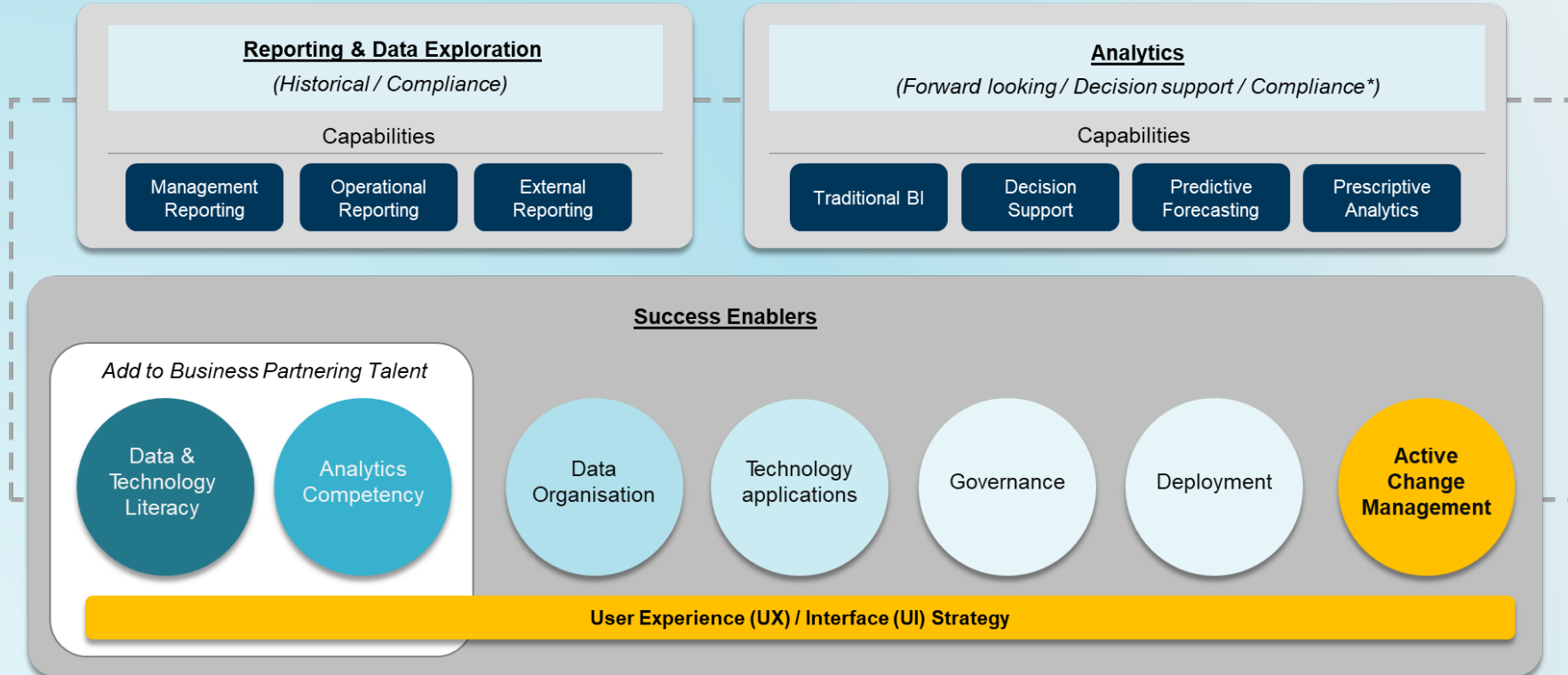


Solve the data wrangling problem

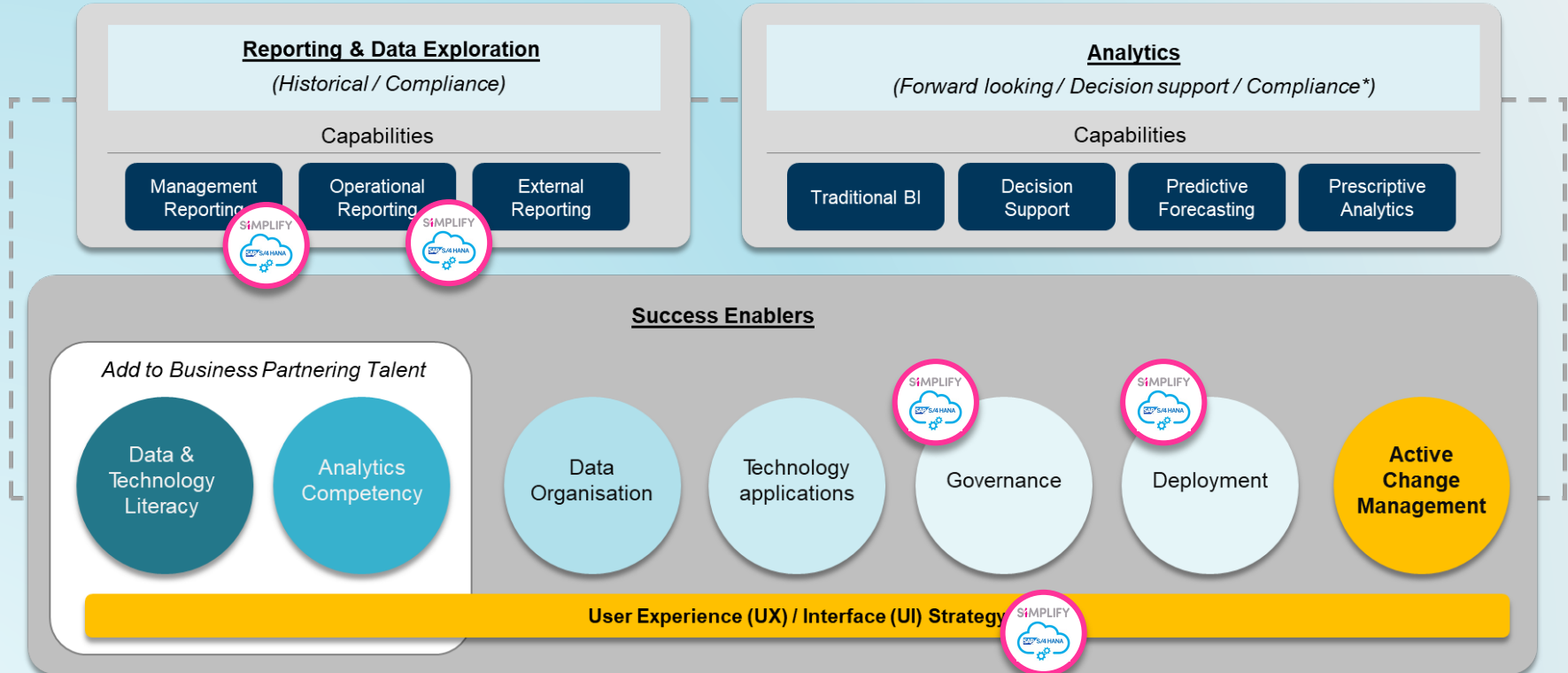
Free up capacity

Enable more value-added activities

Refreshed our Finance Reporting & Analytics Framework



Role of S/4HANA



Our plan from here is...

Lift Finance capability

Analytics

Reporting

Foundational
Activities

- Data Product 101
- Analytics capability
- UX/UI appreciation

Technology



- Digital partnership
- Ent. Data Strategy

- Our Strategy and Plan are clear
- Foundational activities to start with in 2024
- Bring technology teams along the journey
- Our people are better informed to input into the business case

- Have a clear vision for the future
- Be proactive and get involved
- It's ok to change direction to get the best outcome

