Transforming the IT-Business Relationship through Design Thinking and Fiori

Hennie Pieters, Leader: Enterprise Architecture, Sun Chemical

ASUG83857
About the Speakers

Hennie Pieters

• Leader: Enterprise Architecture
• IT Professional for 30+ years
• Working for Sun Chemical for 15 years
• Leads the EA, Apps Dev, Security, Enterprise Integration, Portal and Master Data teams
• Sun Chemical and partners have created 100+ Fiori apps used globally
Key Outcomes/Objectives

1. Design Thinking is a great way to facilitate requirements and design discussions between “the business” and IT
2. Agile development helps engagement throughout the process
3. A solid technical foundation and a partner ecosystem is a prerequisite for Mode 2 IT delivery
Agenda

• About SunChemical
• SAP And Fiori Journey
• Waterfall to Design Thinking and Agile Journey
• Fiori Architecture and Tools
• Challenges and Recommendations
About Sun Chemical

• The world’s leading producer of inks, coatings and pigments

Sun Chemical’s global presence, combined with our parent company DIC, allows for the delivery of local service and support customized to your market.

20,000+ Employees

176 Subsidiaries

63 Countries
Inks, coatings and pressroom products

Sun Chemical provides pressroom products for a variety of printing processes and markets:

**Printing Processes**
- Flexo
- Gravure
- Lithography
- Screen
- Digital
- Pad Printing

**Markets**
- Packaging
- Offset/Commercial
- Publication
- Graphics/Displays
- Industrial
- Security/Brand Protection
- Printed Circuits
- Electronic Materials
A history of market innovation

Some examples of Sun Chemical’s legacy of innovation:

1818
Sun Chemical’s roots begin with Lorilleux, one of the first ink producers

1936
First pigmented flexo inks

1957
Ansbacher-Siegle merges with Sun Chemical to form today’s Performance Pigments division

1958
Development of solvent-based flexo inks on polyethylene films

1966
Sun Chemical begins to manufacture quinacridone, marking the company’s entry into the high-performance pigments market

1969
Sun Chemical patents first UV inks

1987
DIC acquires Sun Chemical

1993
Sun Chemical acquires a top producer of cold set publication inks, United States Printing Inks

1999
Sun Chemical offers digital inkjet ink

2012
Partnership with X-Rite/Pantone and Esko on PantoneLIVETM

2014
Strengthens commitment to Latin America with Tintas and Sinclair acquisitions

Present
Continued global expansion and investment in new technology
Our SAP Journey

• Blueprinting started in Summer of 2005
• First go-live October 2006
• Global rollout followed
• Ongoing implementations due to acquisitions
• SAP ECC 6.0 Ehp 8
• Most value chain processes are supported by SAP:
  – OTC, PTP, PTF, PTR, GTM, HTR, CRM (C4C)
SAP Landscape

• Single central instance on premise
• Other SAP Modules/Solutions:
  – APO
  – GRC
  – NetWeaver SSO
  – NetWeaver J2E/Portal & PI
  – IDM
  – Workplace Performance Builder/EnableNow
  – NetWeaver Gateway
Timeline of Fiori Development

2006
First SAP go-live in Canada

2008
Established Enterprise Portal Platform for MDO Java WebDynPro Adobe Forms

2012
Saw SAPUI5 at TechEd Developed first UI5 application Company Directory on IDM Database

2014
Mobile Use Cases for C4C based workflows

2016
50+ Fiori Apps Created Presented at TechEd Started migration of all WebDynPro, JSP and HTML5 apps to Fiori

2018
Upgrade to NW 7.5 Fiori 2.0 Look and Feel 3rd Party API Integration SCP Introduction 100+ Apps 60k+ hits per month Expand DT and Agile

Present
SAP Fiori is platform for all custom development Design Thinking and Agile is Std Practice SAP Build
Sun Chemical IT Operating Model

Process Categories:
- OTC
- PTF
- PTR
- PTP
- PLM
- CRM
- HTR

Towers:
- EA
  - Enterprise Architecture Planning & Governance
  - PMO
  - Custom Application Development
  - Security
  - Master Data
  - Enterprise Integration

- BI
  - Data Warehousing
  - Data Conversion and Quality
  - Reporting
  - Analytical Reporting and Dashboards

- Infrastructure
  - Networking
  - Data Centers
  - Server Computing
  - Client Computing
  - Output Devices
  - Storage and Backups
  - Telephony
Sun Chemical IT Operating Model

• Long Term Outsourcing Partner – Accenture
  – Application Outsourcing
  – Infrastructure Outsourcing
  – On shore Functional and Technical leads with execution from India-based Delivery Centers

• Service Level Based contract
SDLC Evolution

• Nature of SLA-based outsourcing agreement dictated waterfall approach combined with Sun Chemical’s PMM
• Various Functional Design Documents Templates
• FD’s are transitioned to offshore team for development
• Business stakeholders signs off FD’s and participates in UAT to get final sign off.
Disadvantages of Waterfall

• Lack of user involvement throughout the process
• Many changes requested during UAT (Scope changes)
• Missed expectations between what users wanted and development team delivered
• Results in rework and “long project tails”
• Frustration between Project Sponsors, Development Management and Development Team Members.
A Different Way

• 2017 worked with Mindset Consulting on IIPA project
• Started with Design Thinking Workshop
• Followed by Agile Delivery
• Delivered 4 applications in 7 weeks
• Very satisfied product owner
Changes Introduced

• Started using Jira for CID Project to manage backlog and manage delivery in cooperation with Product Owner.
• Sent outsourcing partner developers and development leads on Agile training
• Kicked off all new application development projects with a Design Thinking Workshop
• Started to use Agile on new application development
• Trained IT staff on DTW
Our Design Thinking Process

- **Business Problem Statement**
- **Benefits**
- **Stakeholders**

**Need Statement**
- Expectations
- Location
- Timing
- Invite Stakeholders

**Workshop Planning**
- Explain Process
- Observe
- Develop POVs
- Ideation
- Lo-Res Prototyping

**Execute DTW**
- Personas
- Data Preparation
- Hi-Res Mockup per Persona

**Create BUILD Mockups**
- Demo
- Publish Studies
- Review Feedback
- Respond
- Update Prototype

**Test and Review BUILD Mockups**
Design Thinking to Agile Transition

Design Thinking Prototype
Examples
Examples

New Request 1

Request number will be assigned upon Saving. Until then it will show as NEW in the header.

You will be able to search for an account in SAP here.

EM will be able to search any customer.

Sales Team will be limited to the accounts they’re assigned to in SAP.

By default, this panel will be closed on a mobile device. Tap on the arrow to expand the panel.

If remote request, then nearest airport should not be mandatory.

If remote request, then nearest airport should not be mandatory.
Examples – Hi-Res – SAP BUILD
Tools Used

- SAP BUILD
- SAPUI5 and Fiori Launch Pad on EP
- SAP NetWeaver Developer Studio
- SAP NetWeaver Developer Infrastructure
- SAP Web IDE
- Atlassian Jira
- Balsamiq Mockups
- IQX Fiori Application Builder
When do we use what

- **SAP Only**
  - SAP Fiori App
  - Fiori App Builder
  - WebIDE

- **Multiple**
  - NWDS
  - WebIDE
Results – Business Quotes

• Regulatory Compliance Project (BAG) – “This is best project I’ve been involved in 13 years at Sun Chemical” – Regional IT Manager

• SunTag Scanners – “We’ve gained more clarity in what the system is supposed to do in these 2 days, than in the prior 2 years in working with another vendor” – R&D Director

• Returns Authorization: “You mean we don’t have to do the screens and give them to you, we’re doing it together in this session? That’s great!” – Customer Service Director
Design Thinking Challenges

• Prohibitive inter-continental travel expenses requires remote design thinking
• Time zones limit remote sessions to mornings
• Distractions
• “Loud” individuals
• Hesitance to put ideas on paper
Design Thinking Recommendations

• Educate the stakeholders on the process before starting.
• Encourage participants to think outside the box and put their ideas on paper.
• Keep remote DTW sessions to 2 hrs per day and hand out homework assignments for ideation.
• Ask participants to “walk through” the prototypes on the white board to test navigation and process support.
• Use a sketching tool for prototyping during remote sessions – whiteboards and PC video cameras don’t work well.
• Explain the next steps at the end of the session (expect hi-res mockup, Agile delivery to start in x weeks, etc.).
Agile Challenges

• Time zones
• It’s not an open check book – product owners think they can keep asking for stuff. Manage scope.
• Keep overall timeline in mind and drive towards it
• Buy-in on time commitment
• Resistance to change (IT & Business)
Agile Recommendations

• If Product Owners cannot make standups due to timezones, schedule 1-2 separate demos per week with the Product Owner.
• Educate the Product Owner and other Stakeholders on the process before starting.
• Leverage the burndown report regularly to emphasize progress and due dates for developers.
• Small, but empowered teams (2-3 person development teams).
• Keep the Sprints short – no more than 4 weeks.
• Work with your outsourcing partner to integrate Agile process into other demand- and change management processes.
Bi-Modal IT

“**Bimodal** is the practice of managing two separate but coherent styles of work: one focused on predictability; the other on exploration. *Mode 1* is optimized for areas that are more predictable and well-understood. It focuses on exploiting what is known, while renovating the legacy environment into a state that is fit for a digital world. *Mode 2* is exploratory, experimenting to solve new problems and optimized for areas of uncertainty.”

- Gartner
Ecosystem for Mode 2 Delivery

**Process**
- Design Thinking
- Agile
- ADM

**Partners**
- Business Stakeholders
- System Integrators
- Tools Providers
- Platform Providers

**Platform**
- Fiori
- SAPUI5
- NetWeaver
- ECC
Recommendations

• Get a partner to help if you don’t know where/how to start
• Pick a project and test it out
• Be willing to fail and/or adjust as you go along
• Prototype, but work towards establishing a stable and scaleable architectural platform on which to rapidly innovate and become a Mode 2 IT organization.
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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

http://info.asug.com/2019-ac-slides
Q&A

For questions after this session, contact me at hennie.pieters@sunchemical.com.
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