

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

- Design Thinking is a great way to facilitate requirements and design discussions between "the business" and IT
- 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.













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

1957

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

1966

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

1993

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

2012

Partnership with X-Rite/Pantone and Esko on PantoneLIVETM

Present

Continued global expansion and investment in new technology

1936

First pigmented flexo inks

1958

Development of solvent-based flexo inks on polyethylene films

1969

Sun Chemical patents first UV inks

1987

DIC acquires Sun Chemical

1999

Sun Chemical offers digital inkjet ink

2014

Strengthens commitment to Latin America with Tintas and Sinclair acquisition

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

2012

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

2016

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

Present

SAP Fiori is platform for all custom development Design Thinking and Agile is Std Practice SAP Build

2008

Established
Enterprise Portal
Platform for MDO
Java WebDynPro
Adobe Forms

2014

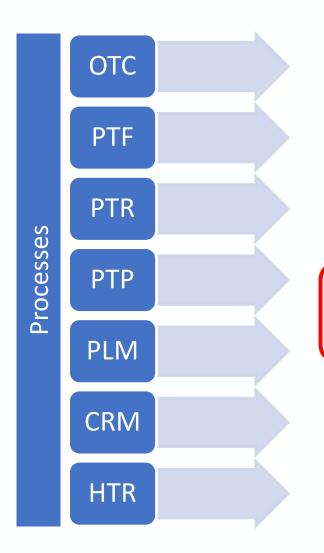
Mobile Use Cases for C4C based workflows

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



Sun Chemical IT Operating Model



EA

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

BI

Towers

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

Infrastructure

- Networking
- Data Centers
- Server Computing
- ClientComputing
- 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

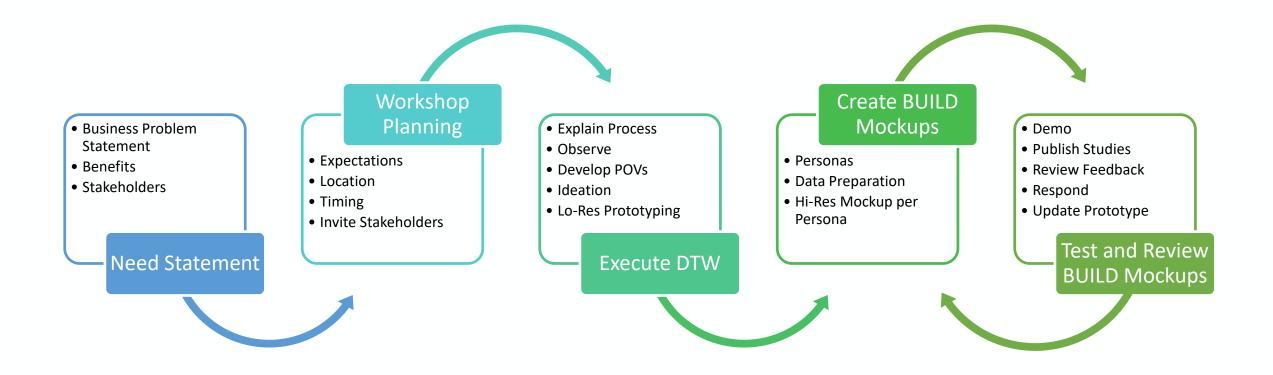


Changes Introduced

- 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

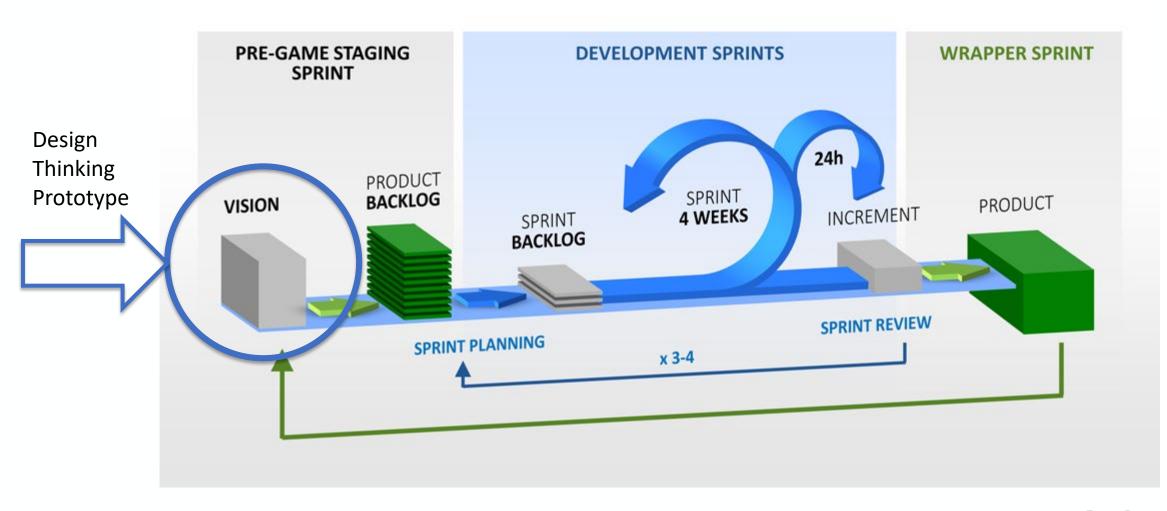


Our Design Thinking Process





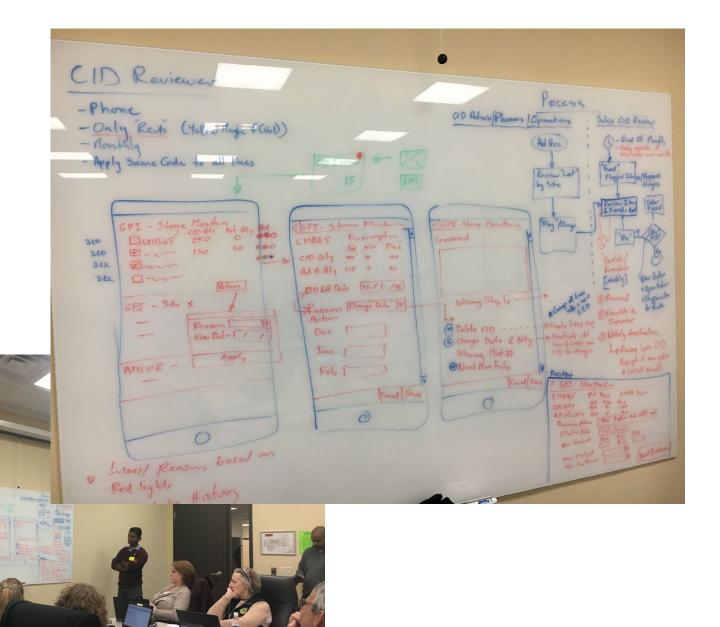
Design Thinking to Agile Transition





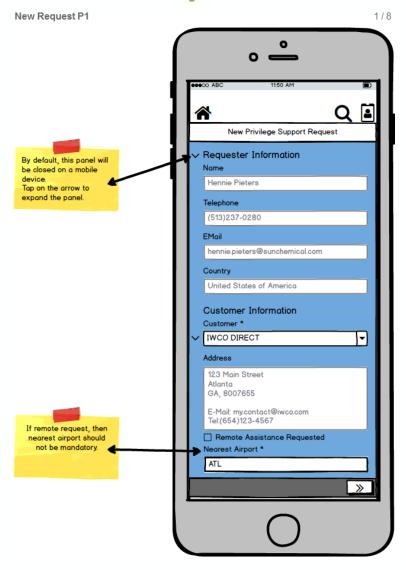
Examples







Examples

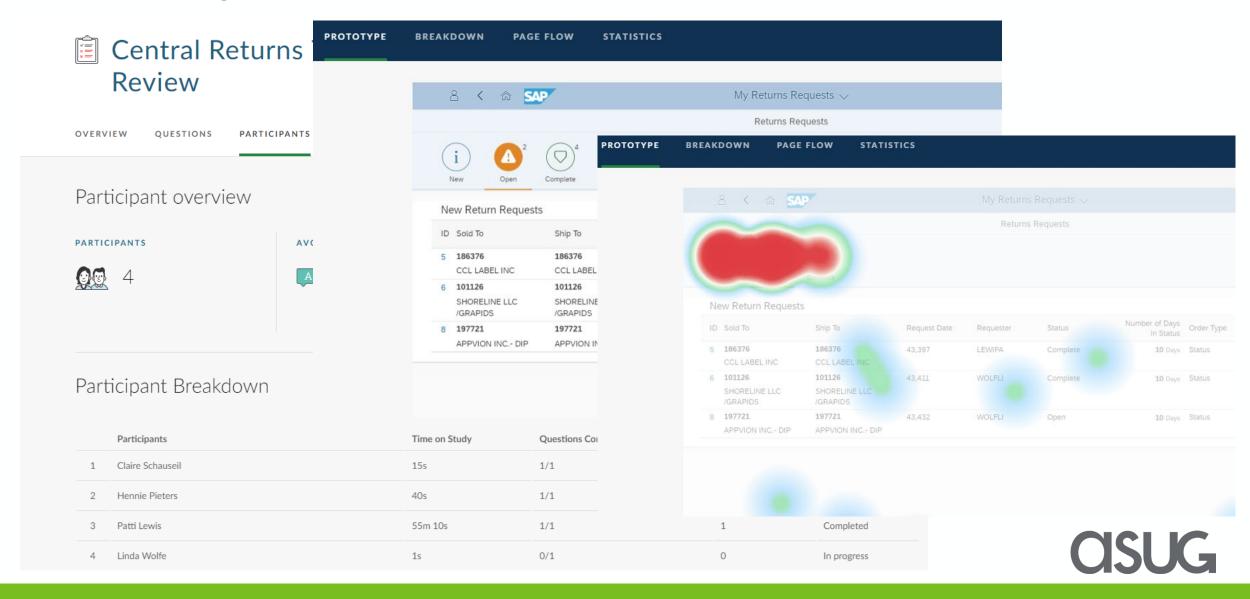


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Examples – Hi-Res – SAP BUILD

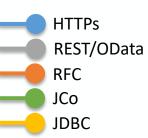


Tools Used

- 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

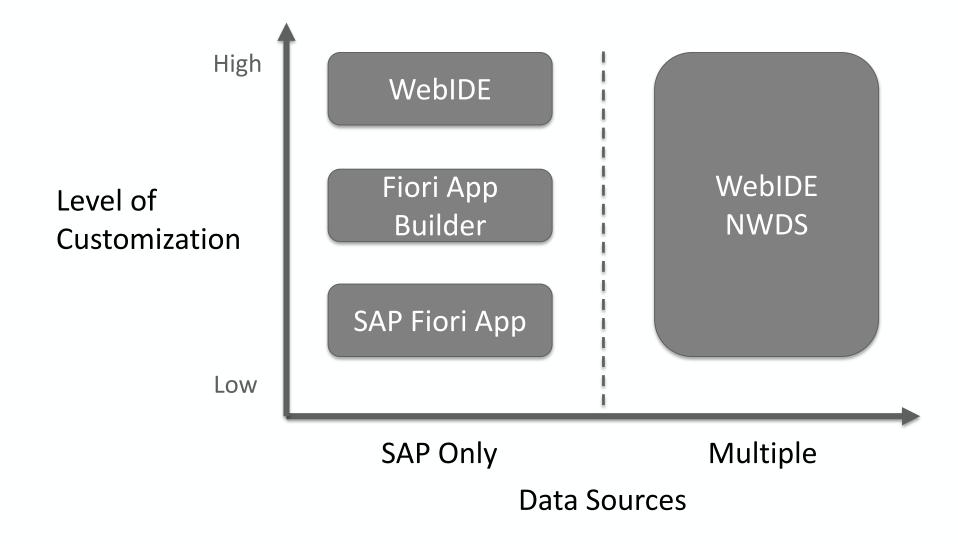


Fiori Architecture





When do we use what





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.



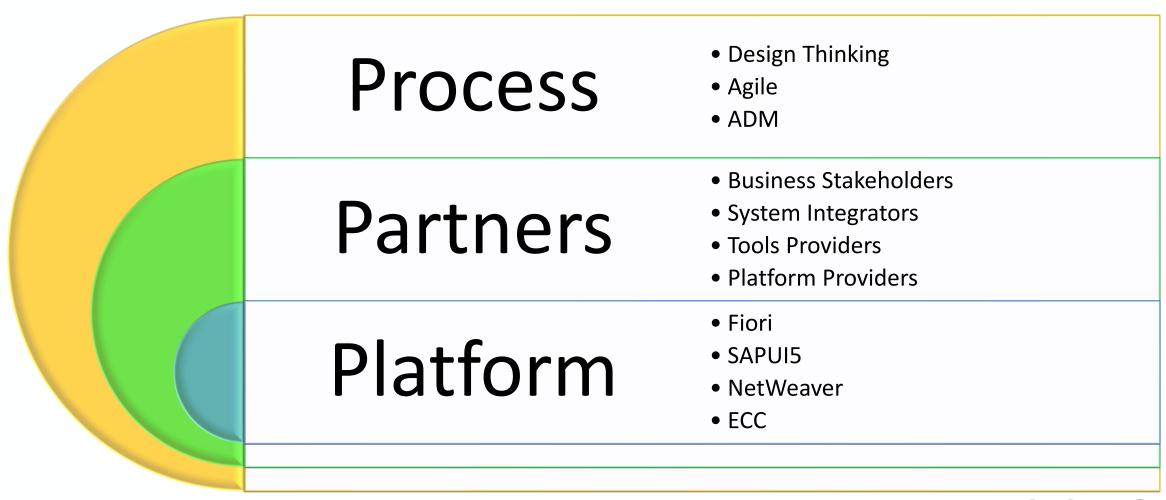
Bi-Modal IT

"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





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

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Q&A

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



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