



InfraBuild

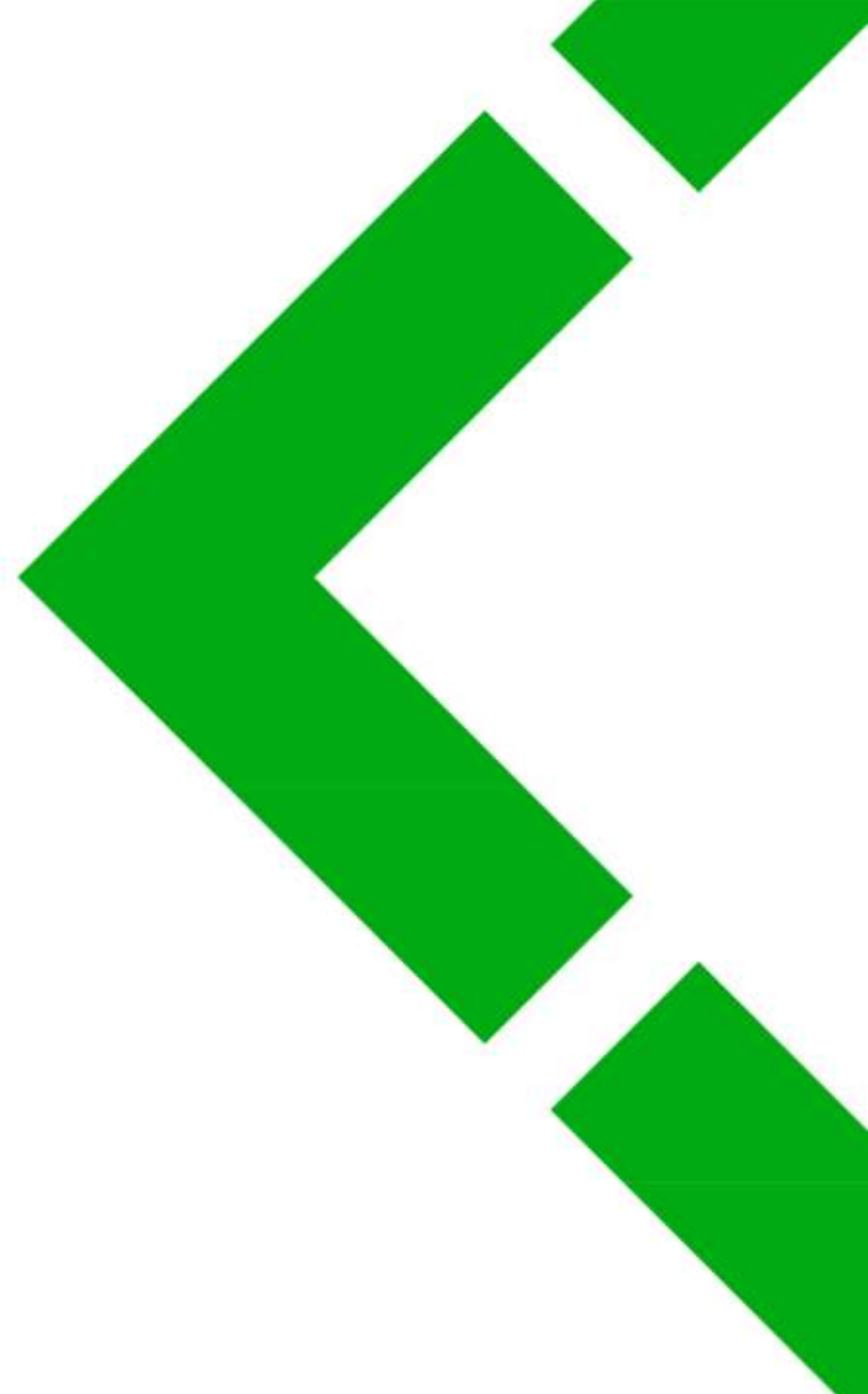
Building futures through sustainable steel

13th September 2021

GFGWay: S/4 HANA based business transformation

Stefan Szupper

Co Head of IT InfraBuild
Information Technology



Who are we?



Who is InfraBuild?

InfraBuild and Liberty Primary Metals Australia operating in the Metals, Mining, and Energy sectors in Australia.

Organisation Structure Australia

- **10 Distinct businesses** operating in the Metals and Mining sector.
- **176 sites geographically dispersed** across Australia.
- **6,822 employees** based in Australia.
- Unique organisational **cultures and ways of working**.

Business Plan

- **No Business Case** has been created for SAP S/4 HANA implementation. This is a strategic project.
- Plan is the transition of all 10 businesses onto one single ERP Platform. Currently we are on **6 different ERPs**.
- Templated approach with main question **“Tell me why this won’t work for you?”**



Technology

- GFGWay ERP Program is the **largest investment in IT applications & infrastructure** for the business in 20 years.
- Implementation of **SAP S/4 HANA 1809** with Mining and Metals Template in Collaboration with Deloitte.
- **6 ERPs** (2 JDEs, 1 ECC, 1 S/4 HANA 1509, BPCS, SYMIX)
- **78 unique legacy systems**, with some significantly old / highly customised and manually operated.
- **55 SAP System instances**
- **Inconsistent access and use** for businesses with existing SAP systems.
- **Pockets of low IT literacy** due to ageing workforce.

What is the GFGWay

4 Core components of the GFGWay

GFGWay Governance & Control



GFGWay Nexus DMS



GFGWay Process Visualisation



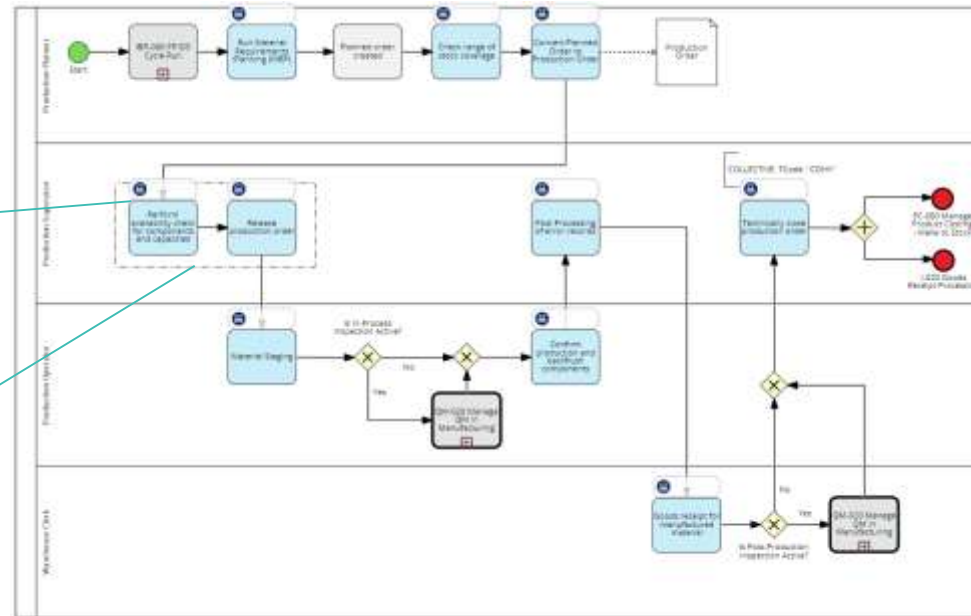
GFGWay ERP



Governance & Maintenance & Support Framework

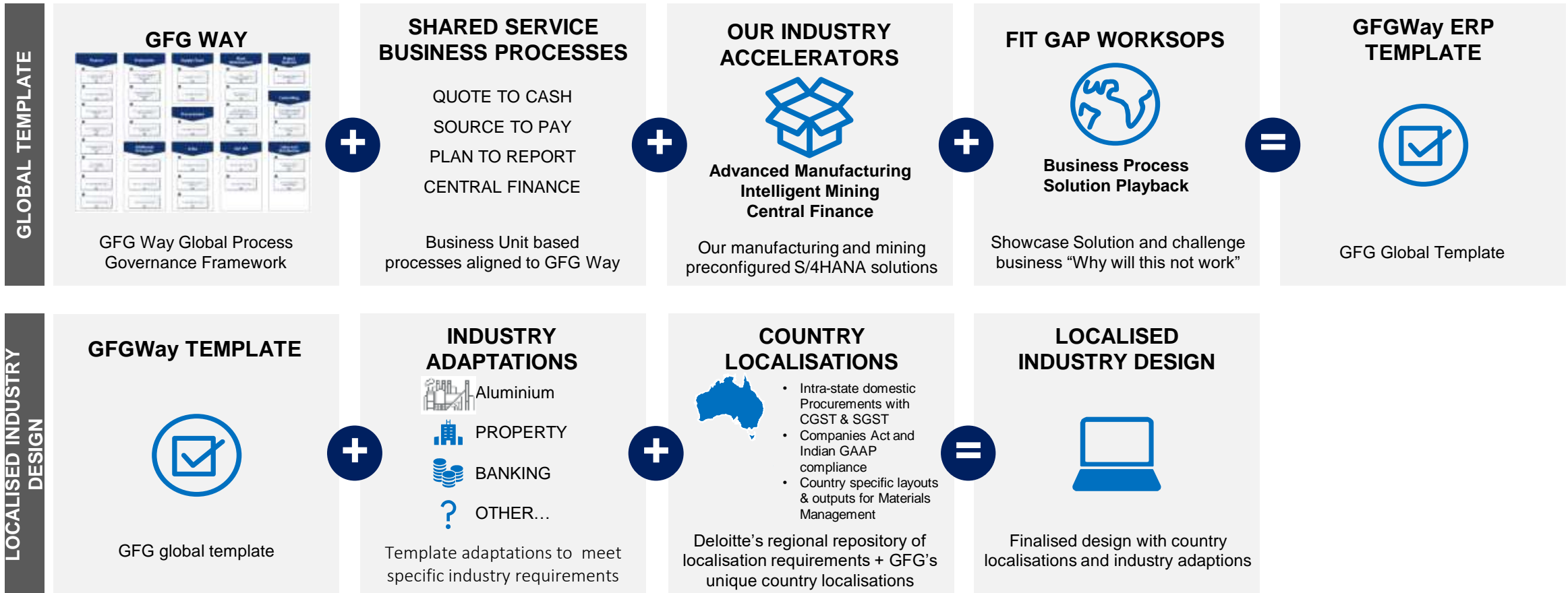
What is the GFGWay

GFGWay Business Process Visualisation SAP System process view

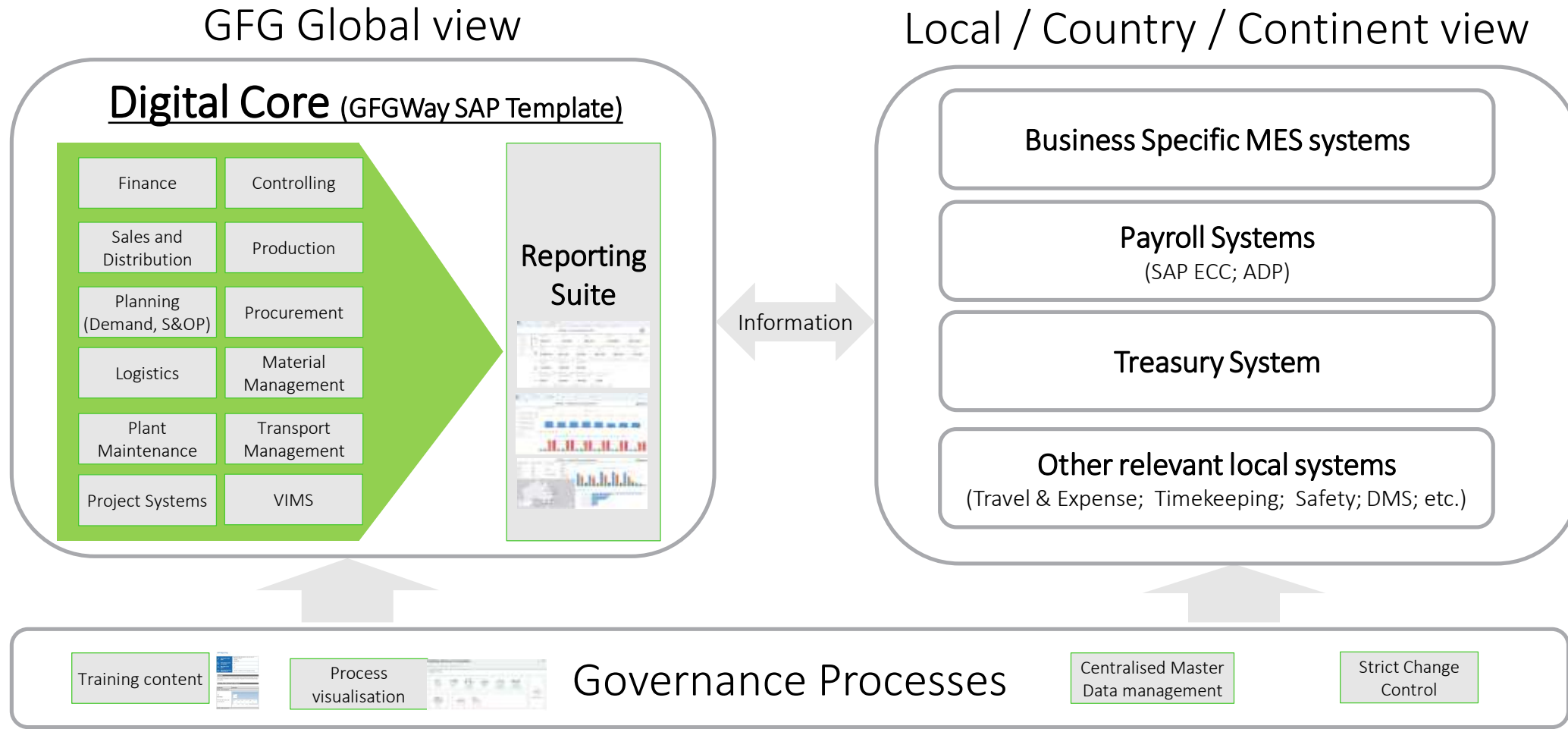


How have we created the template

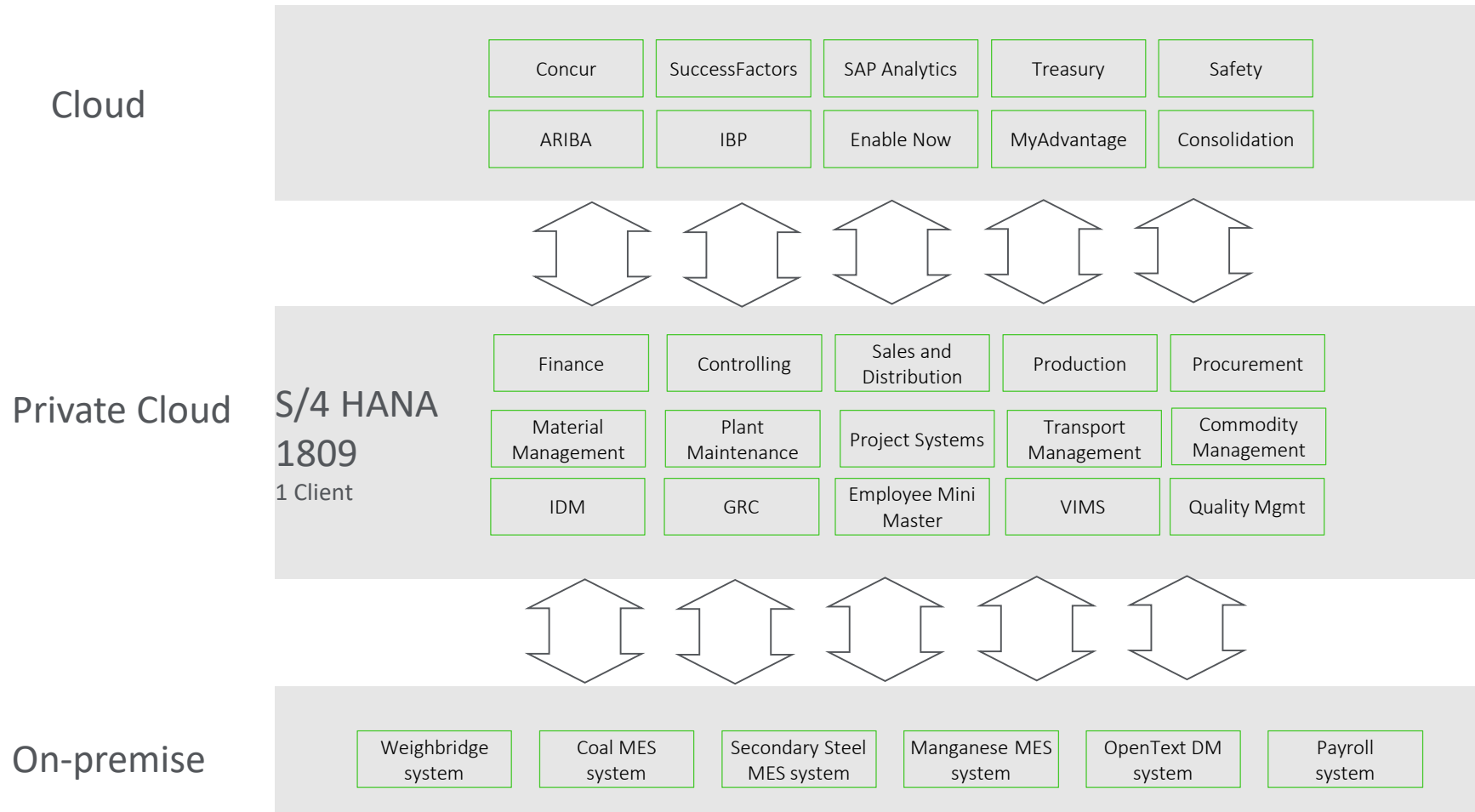
Our approach encompasses the GFG Way framework, preconfigured solution accelerators, as well as Deloitte and GFG’s combined knowledge of required industry adaptations, to deliver the global template and localised industry design



What are the contents of the template?



What is the footprint



On GFGWay Platform already

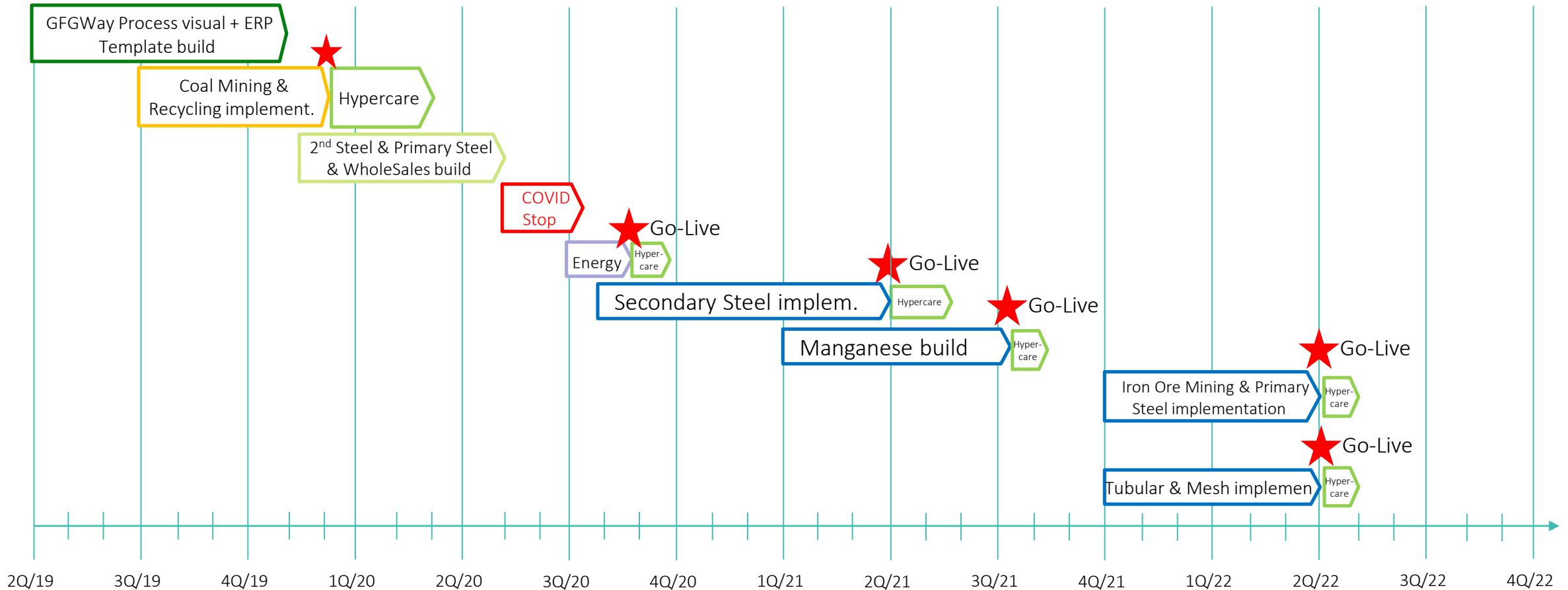
 InfraBuild Recycling	 InfraBuild Steel
 SIMEC Energy	 SIMEC Mining
 Liberty Bell Bay	

Planned for FY22 / FY23

 InfraBuild Building Products Austube Mills	 InfraBuild Construction Solutions
 Liberty Primary Steel	 InfraBuild Wire

What is the timeline

We are not finished yet, took us longer than we anticipated, but we are on the right path



What issues have we faced so far

Issues faced / overcome / partially overcome/ or not yet resolved:

- **Business Culture resistant to change Want`s to keep it the old way** → requires Leadership support
- Each business determines how they want to operate → standard reporting & Leadership support
- Business process ownership across multiple businesses → not achieved as yet
- Heavy customisation of legacy environment (Systems and Processes) → has impacted costs
- **Data cleansing not appropriately executed** → has impacted duration of data migration and hyper-care
- **Testing not executed on the right level of detail** → has impacted hyper-care period
- MES integration systems ineffective to business need → has impacted hyper-care period
- Lack of harmonised data across the organisation → Master Data Management centralised
- Program Ownership changes → constant engagement with Stakeholders and buy-in, fortnightly SteerCom
- COVID → virtual delivery of ERP projects is possible
- **SAP IBP Solution and integration** in our business created a lot of challenges → We are still working on the improvement
- Different training approaches utilised (Self-training, Train-the-Trainer, Expert Training) → Each business needed tailored training approach. One fits for all did not work for us.
- **Fiori first approach** did not work for us → Awaiting the upgrade to enhance the Fiori ex.

Which goals have we achieved

Goals achieved / partially achieved / or not yet achieved:

- Standard Business Process Template
- Standardised approach for new Roll-Outs (from Day1 to Detailed Solution Design in 6 weeks)
 - “Tell me why this won’t work in your business” instead of “What do you require to operate”
- Standard Chart of Accounts, One Business Partner view, one way of Supporting by IT
- Real-time end2end reporting capabilities across Finance and Supply Chain
- Model for accelerated Roll-out
 - 3 months end2end transition for businesses in existing industry, country, and Standard MES
 - Can be done by internal resources, “Change Management” largest effort
 - 5 – 6 months end2end transition for businesses in different industry, country, and Standard MES
 - Mix of internal and external resources, “Change Management” and Process changes largest effort
- 1 Platform for Recycling, Coal Mining, Steel Production, Manganese Production
 - Tubular Products, Mesh Production, Wire Products, Primary Steel and Iron Ore in preparation
 - Roll-out to further businesses in Europe in preparation

Thank you

