

Achieving Architectural Excellence

– Best Practices and Tools from SAP

SAP, Tomas Hermansson
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Welcome – Let's Build the Future Together

Two perspectives, one shared mission: architecture as a strategic enabler

Tomas Hermansson

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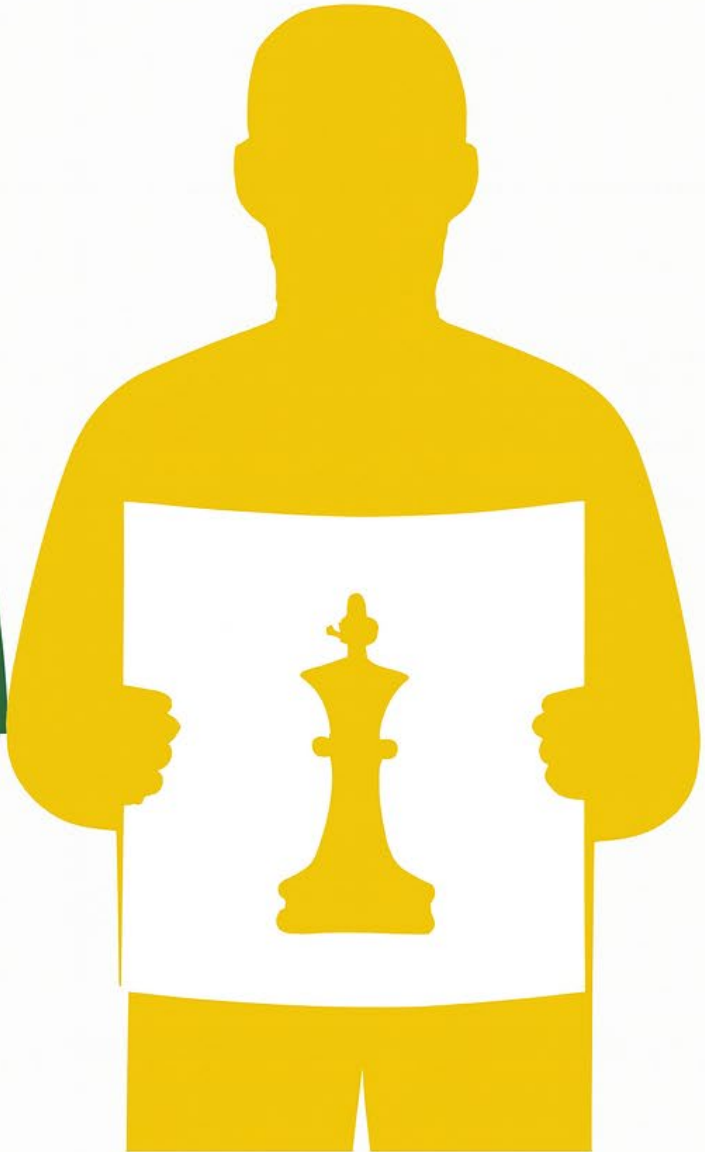
- Expert in EA methodology, transformation, and system landscapes
- Passionate about connecting technology to business value
- Works closely with customers to design robust, future-proof architectures

Johan Dohlvik

Head of Customer Advisory, SAP Nordic & Baltic

- Leads SAP's advisory team across the Nordics and Baltics
- Focused on strategic customer dialogue and business impact
- Drives alignment between technology, business, and leadership





Let's start with a plan

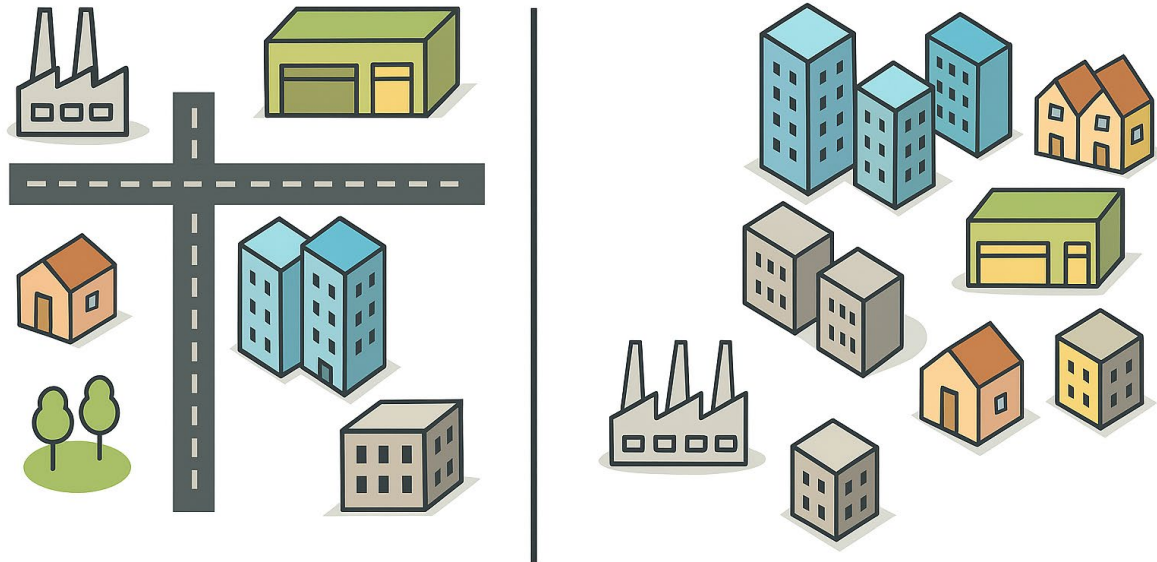
EA is our city plan – structure before construction”

- **Defines structure before systems**
EA sets the foundation – just like zoning defines where homes, factories, and parks belong.
- **Aligns capabilities with strategy**
The city plan includes future growth zones – EA maps capabilities to business goals.
- **Prevents chaos and duplication**
Without a plan, buildings pop up randomly. EA avoids redundant systems and siloed solutions.
- **Supports sustainable development**
Roads, utilities, and zoning ensure long-term scalability – EA does the same for IT and business.



Every building is a system

Without a plan, the city becomes chaotic – so does IT



- **Systems are like buildings**

Each application serves a purpose – just like homes, offices, and factories.

- **Architecture brings order**

EA ensures systems are placed where they belong, avoiding overlap and confusion.

- **Unplanned growth leads to chaos**

Without a blueprint, systems pop up randomly – creating silos and technical debt.

- **EA enables maintainability**

A well-planned city is easier to navigate and upgrade – same goes for IT landscapes.

We need roads to connect the city

Integration is infrastructure – it enables flow

- **Integration connects systems**

Just like roads connect buildings, integrations link applications and data.

- **Infrastructure enables flow**

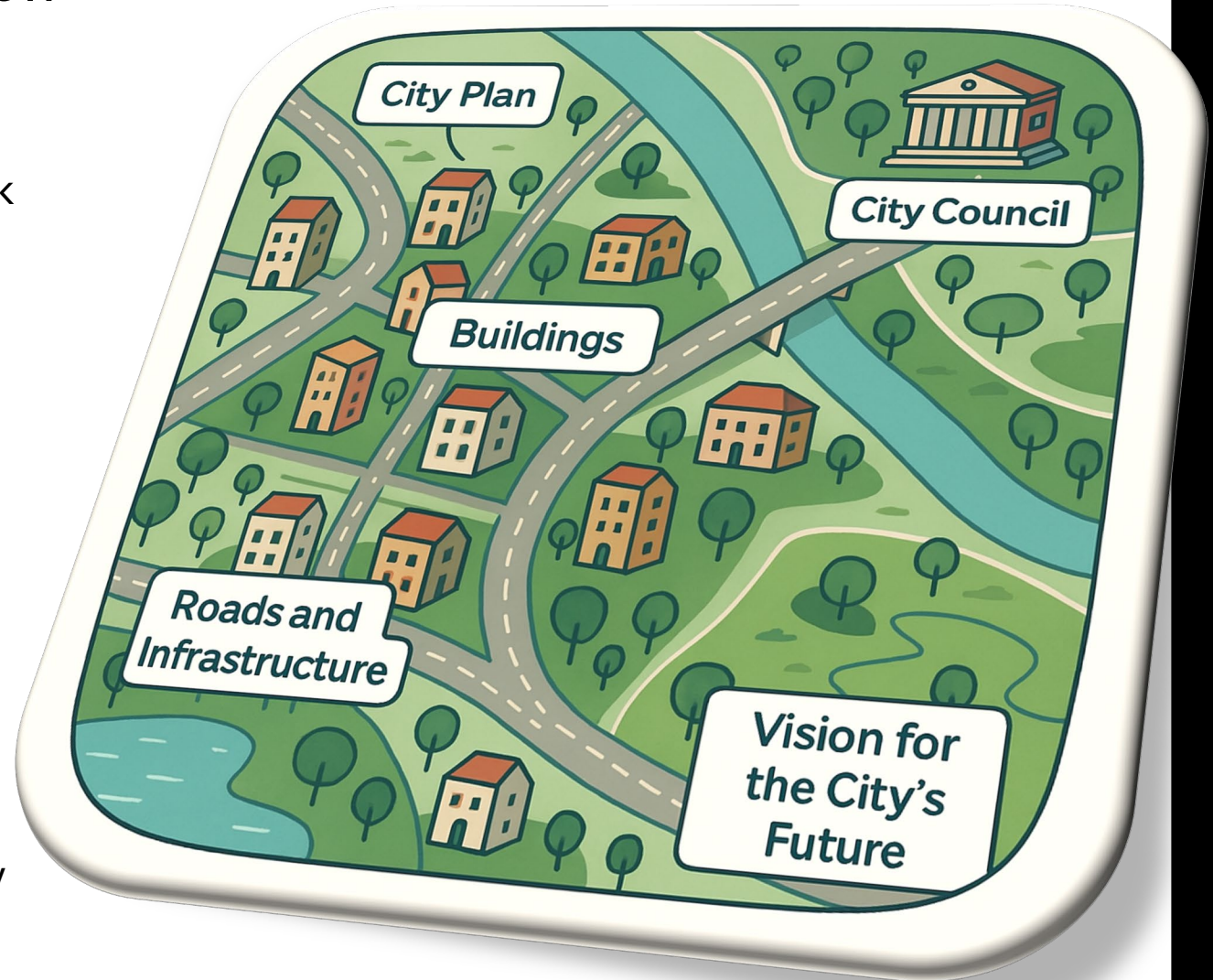
Without roads, cities become isolated. Without integration, systems become silos.

- **EA designs efficient pathways**

Architecture helps us build scalable, secure, and maintainable connections.

- **Supports business capabilities**

Roads support commerce, logistics, and mobility – integrations support business processes.



Every city needs governance

EA governance aligns decisions with strategy

- **City Council = EA Governance**
Ensures decisions follow the city plan – just like EA ensures architectural compliance.
- **Guides investments and priorities**
Governance helps us choose what to build, upgrade, or retire.
- **Balances innovation and control**
Encourages growth while maintaining standards and security.
- **Connects stakeholders**
Just like a city council represents citizens, EA governance aligns IT, business, and leadership.



Even well-planned cities face challenges

EA helps us navigate complexity, legacy, and alignment



Urban sprawl = Complexity and fragmentation

Large cities can become tangled – just like IT landscapes with too many disconnected systems.

New tech = Infrastructure upgrades

Introducing AI, IoT, or blockchain is like adding high-speed rail – it needs planning and integration.

City hall vs. neighborhoods = Business–IT alignment

Governance must bridge central strategy and local needs – EA helps align both.

Old buildings = Legacy systems and technical debt

Historic districts are charming but costly – EA guides modernization without losing value.



When the cheese slicer replaces EA

Clear system ownership – but no process insight

IT costs 8% above peer average

Leadership demanded cost reduction.

System ownership was clear

IT knew every system and who paid for it.

But process mapping was missing

No way to optimize or align IT with business processes.

Result: indiscriminate cuts

EA was bypassed – cost savings done with an “osthyvel”.



When silos break the supply chain

A differentiated landscape worked—until disruption hit



- **System-by-system architecture**

Each step in the production chain had its own system – no shared visibility.

- **No integrated ERP**

Purchasing knew about the shortage, but production and sales continued as usual.

- **Disruption exposed the gaps**

A missing component halted deliveries – customers didn't receive goods.

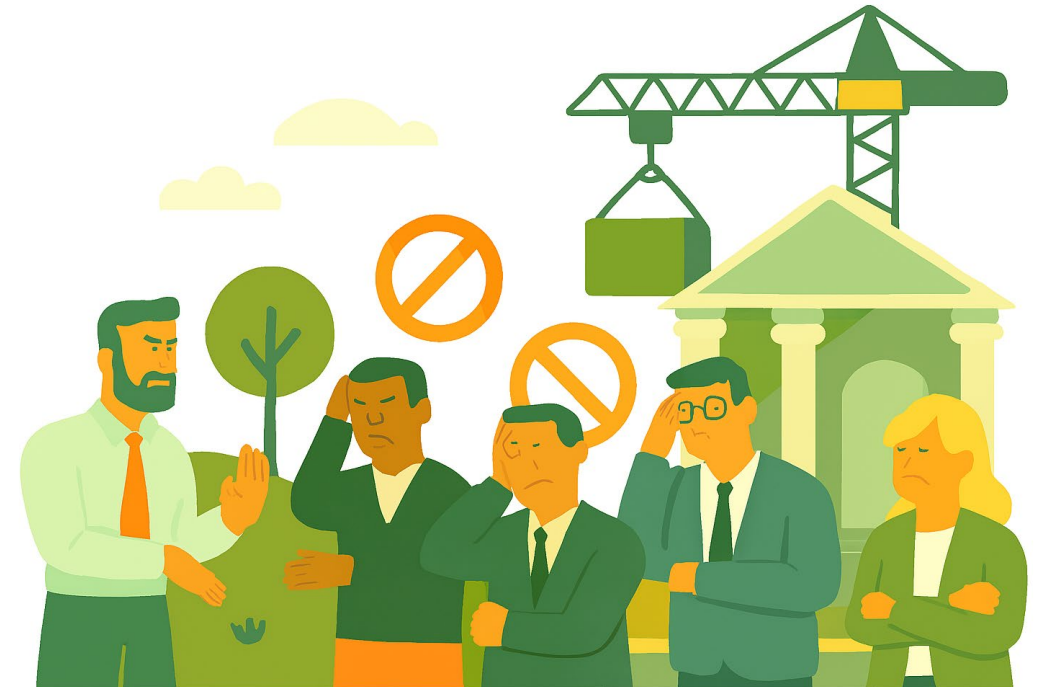
- **Cashflow crisis**

No deliveries → no payments → negative cashflow.

Transformation derailed by mistrust

When business feels excluded, architecture collapses

- **ECC → S/4 migration framed as IT-only**
Business saw it as “not their project” – IT didn’t ask for input.
- **Mutual mistrust**
IT felt business never contributed. Business felt ignored.
- **UAT rejected by most divisions**
Only one division accepted – others refused to follow.
- **Delays and cost explosion**
Migration stalled. Budget multiplied. Transformation goals missed.



We have the architects – so why the recurring issues?

Let's pause and reflect before we dive into real-world examples

- **EA teams exist in most organizations**

Skilled professionals, frameworks, and tools are already in place.

- **Yet the same challenges repeat**

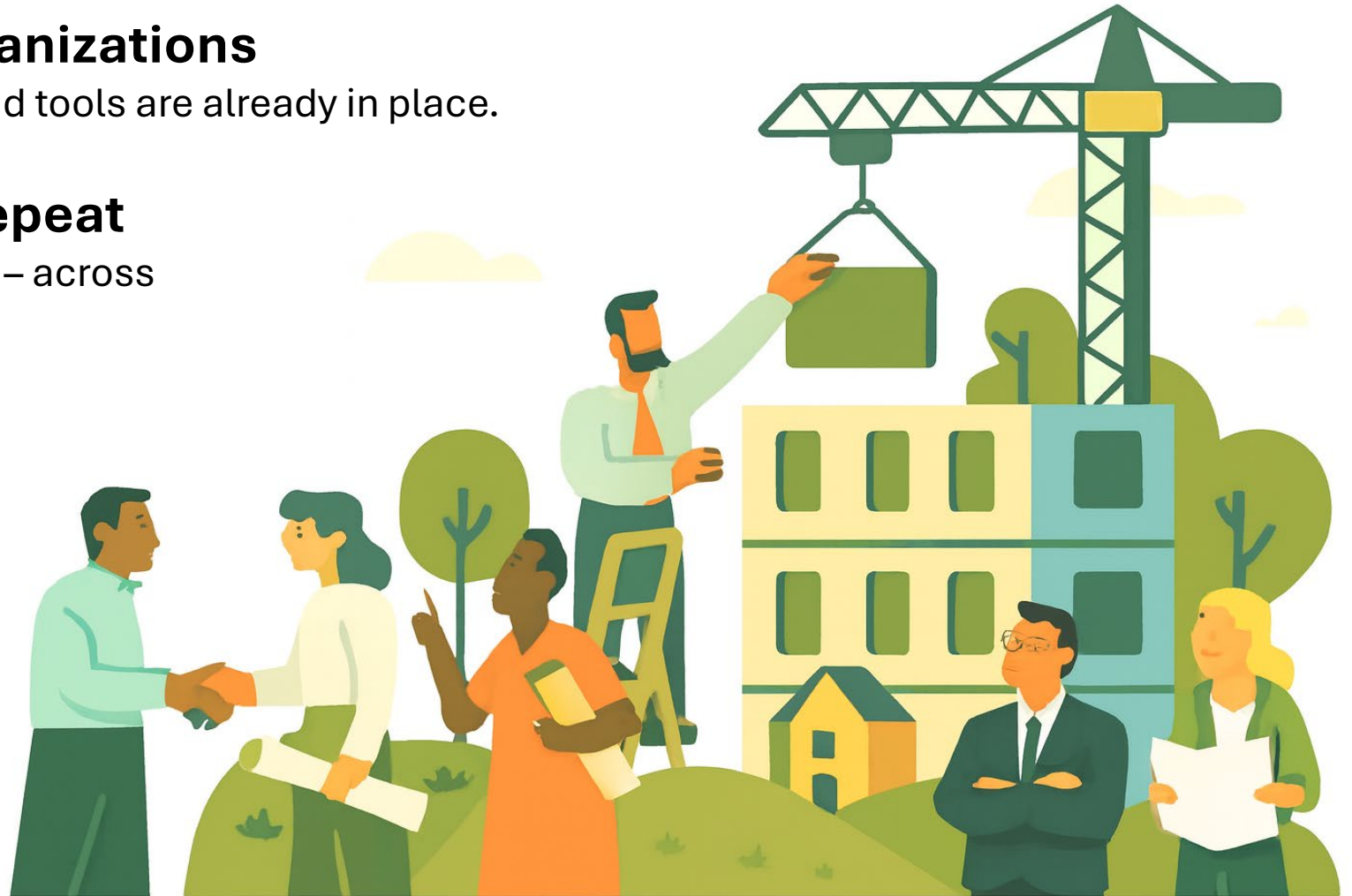
Fragmentation, legacy, misalignment – across industries and sectors.

- **Why?**

Because EA is often disconnected from decision-making, ownership, and execution.

- **Let's look at a few examples...**

What do these patterns look like in practice?





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Thank you.

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