



# *Application Atlas*

*Charting Braskem's  
Enterprise Architecture Voyage  
from Trial to Treasure  
with SAP LeanIX*

Andrew Yarosh  
Enterprise Architect

# A GLOBAL COMPANY



BraskemSiam  
BIO-BASED POLYETHYLENE

-  Industrial plants
-  Commercial office
-  Innovation center
-  Recycling facilities
-  Representative office

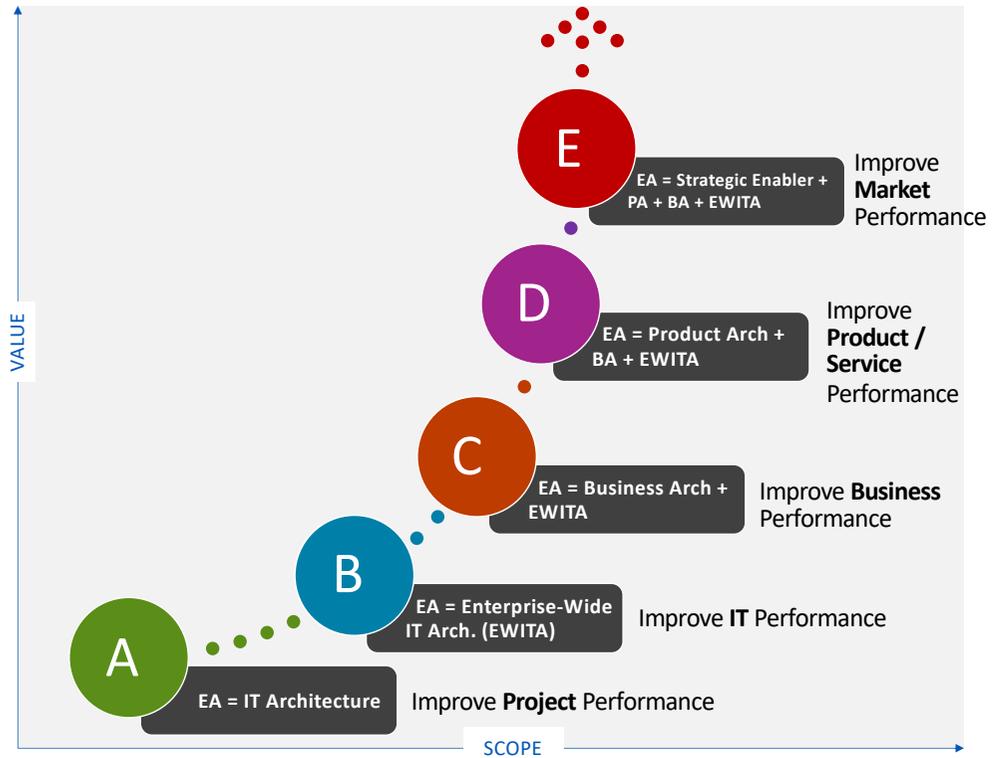
## CAPACITY PRODUCTION

- Ethylene | 4.802 kt/year
- Bioethylene | 260 kt/year
- PE | 3.201 kt/year
- PP | 1.850 kt/year
- PVC | 710 kt/year
- Chlorine | 400 kt/year
- Caustic soda | 460 kt/year
- PCR | 39 kt/year
- PP | 625 kt/year
- PCR | 23 kt/year
- PP | 2.021 kt/year
- PE | 1.050 kt/year





# Braskem's EA Context



## Entrepreneurial Culture

Braskem fosters an entrepreneurial culture that promotes problem solving and building solutions amid frequent changes.

## Reactive Architecture Role

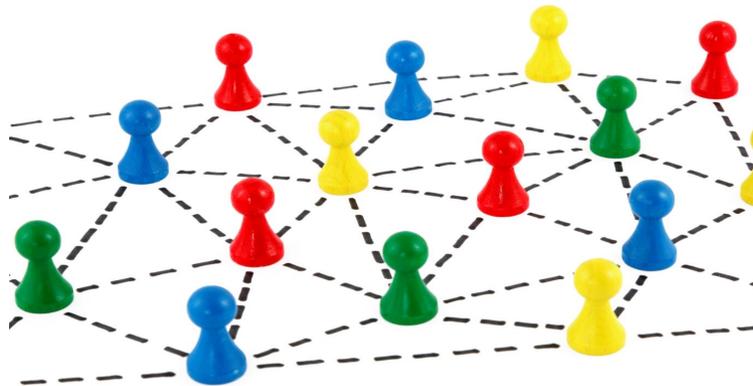
The architecture team was viewed as reactive, involved late to validate technical feasibility rather than strategy.

## Limited Strategic Impact

Being consulted late limited the architecture team's influence on long-term planning and innovation at Braskem.



# Source of Truth?



## Fragmented IT Environment

The IT environment was fragmented with no unified inventory of technology partners or applications across units.

## Scattered Data

Data was scattered and not centralized, highlighting the need for a single source of truth.

## Need for Solid Foundation

Recognizing the 'as-is' environment is essential for building sustainable future architectures and innovation.

# More ≠ Better



## Industry Downturn Impact

The industry decline forced a strategic shift focusing on cost-efficiency and simplification to adapt to new market realities.

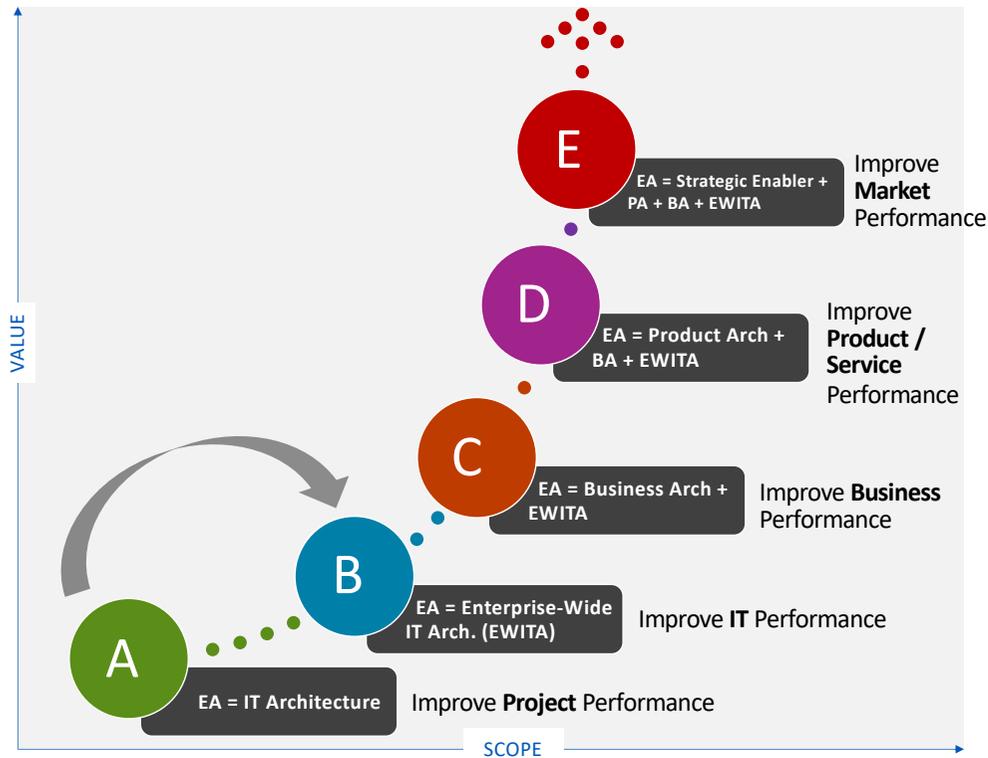
## Application Rationalization Challenge

Leadership identified an excess of workflow management tools, highlighting inefficiencies and complexity in operations.

## Enterprise Architecture Strategy

A defined enterprise architecture strategy was necessary to rationalize applications and align technology with business goals.

# Noisy → Useful



## Synergy and Rationalization

Optimize IT Resources and technical solutions; Identify opportunities of synergy between delivery teams

## Support Delivery Teams

Give visibility to our entire landscape; Clearly understand our solution portfolio to help build our technology roadmap

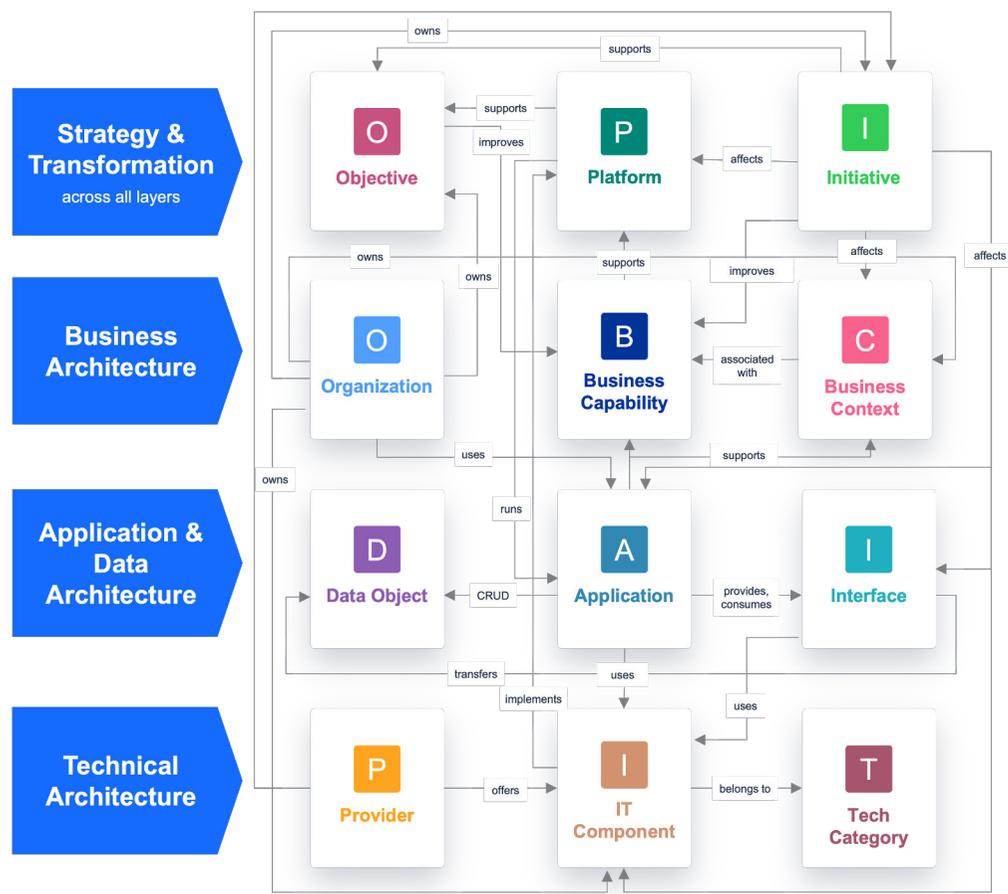
## Efficient and Strategic

Develop architecture standards; Define solution guidelines; Adopt governing principles; Increase demand time to value





# Useful Trusted



## Centralization of Application Data

Required a tool to centralize and connect diverse application data for effective management.

## Alignment with Strategic Needs

SAP LeanIX's capabilities support strategic enterprise architecture practices and organizational goals.

## Run Strategic Implementation

Developed a focused strategy to leverage the metamodel for successful implementation and lasting value.

Braskem 

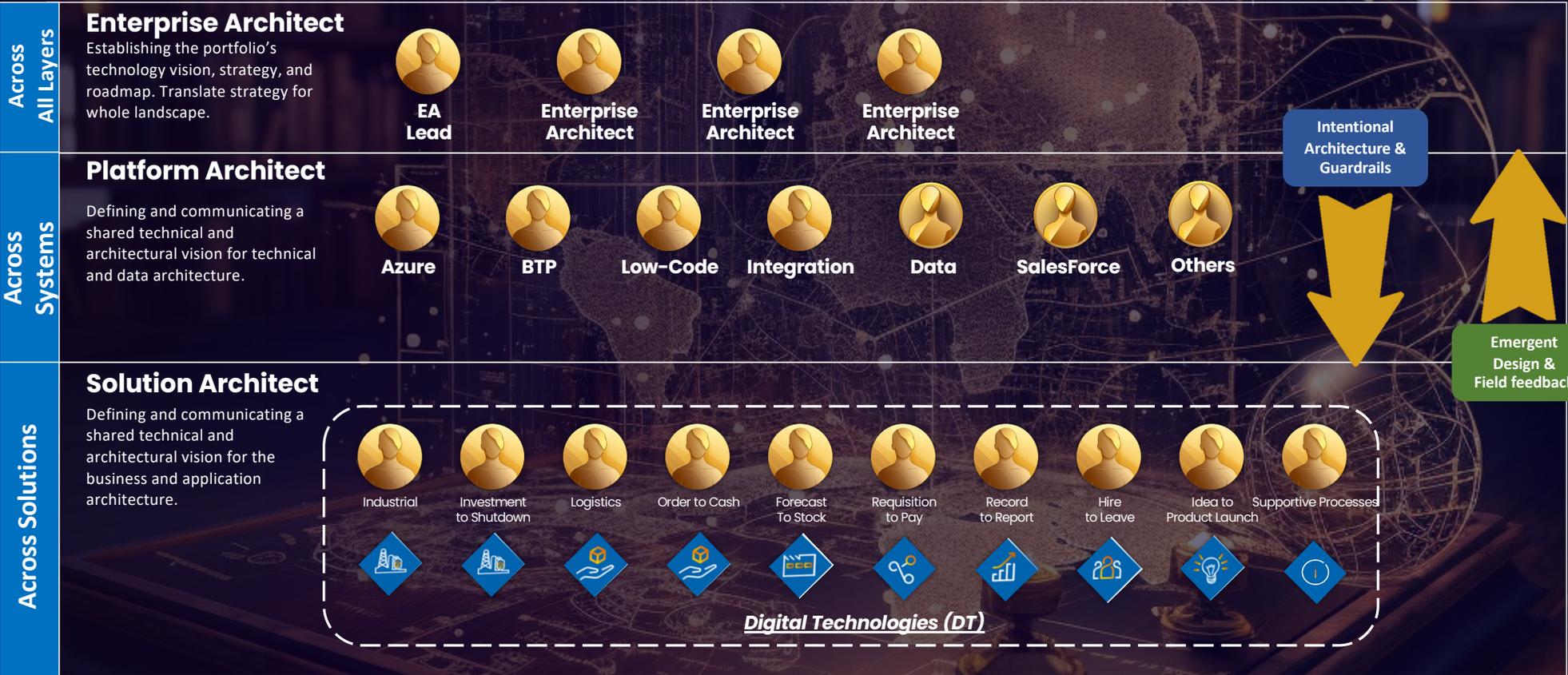
Enterprise Architecture

# APPLICATION ATLAS



# DEMOCRATIZATION OF DISCOVERY

## IT Leadership



## Business Owners

# SUPPORT NEEDED FROM DELIVERY TEAMS

## Key Personnel

At least one solution architect with knowledge of systems and business connections



## Active Meeting Participation

Engage in essential work meetings for collaboration and information sharing

## LeanIX Reference

Solution Architect to be a reference for SAP LeanIX expertise and use in the delivery team



## Business Liaison

Regular communication with business for vital information gathering



Delivery Teams

## Mapping & Updating

Commit to mapping applications and maintaining SAP LeanIX updates



## Full Engagement

Ensure entire delivery team is actively involved at critical times for alignment reasons



# AGILE DELIVERY – SPRINTS

Azure DevOps braskem / DT Products Portfolio - Arch... / Boards / Sprints

Did you notice Azure Boards has a new look and awesome new features? [Learn more.](#)

DT Products Portfolio - Architecture Team

+ New Work Item Column Options

Taskboard Backlog Analytics Goal

Sprint 1 2024 Person: All

Filter sprints

- ✓ Sprint 1 2024 Past
- Sprint 2 2024 Past
- Sprint 3 2024 Past
- Sprint 4 2024 Past
- Sprint 5 2024 Past
- Sprint 6 - 2024 Past
- Sprint 7 - 2024 Past

+ New Sprint

Done Unassigned

January 8 - January 19  
10 work days

In Progress	Done
	<ul style="list-style-type: none"><li>282522 Authentication Done ANDREW YAROSH</li><li>282524 DNS setup Done ANDREW YAROSH</li></ul>
	<ul style="list-style-type: none"><li>282505 Brainstorming 08/01 Done BACKER VIEIRA ...</li><li>282506 Sprint Planning 09/01 Done ANDREW YAROSH</li></ul>

# TIMELINE

- DA DT Products Portfolio -... +
- Overview
- Summary
- Dashboards
- Wiki
- Boards
- Pipelines
- Artifacts

- DT-Products-Portfolio-----
- Enter page title
- Timeline
  - Strategy & KPIs
  - Data Discovery
  - UX WORK
  - Biweekly Status Report
  - Value Streams

## Timeline

Follow 1 Edit

### Application Atlas Schedule: A Staged Expedition!

#### Phase 1 – January/February: "Charting the Beginning"

- January (expedition preparation): scope definition, team formation (value streams engagement on PAs), process establishment (business capabilities map and criterias definition);
- February (navigation meetings): training and material preparation, route planning for the value streams, process establishment (business capabilities map and criterias definition);

#### Phase 2 – March/April: "First Wave of Exploration and Initial Navigation"

- March (journey commencement): launch with the first 3 value streams previously defined (Ketal, Brocco and Dedding). Training and start of mapping (30 applications for each value stream);
- April (ongoing exploration): detailing applications mapped in March and support from the Enterprise Architecture team to the value streams. Get feedbacks on the process with value streams involved;

#### Phase 3 – May/June: "Expansion of the Discovery Journey"

- May (new territories): incorporating the next 3 value streams (discovery applications – 30 per value stream) Get feedbacks on the process with value streams involved in May;
- June (new territories): incorporating the next 3 value streams (discovery applications – 30 per value stream). Continuous detailing of the value streams from April and May; Get feedbacks on the process with value streams involved in June;

#### Phase 4 – July/August/September: "Era of Intensive Detailing and Support"

- July (charting the horizon): focus on detailing and supporting the value streams. Processing and analyzing the information collected from applications on LeanIX;
- August (charting the horizon): focus on detailing and supporting the value streams. Processing and analyzing the information collected from applications on LeanIX;
- September (chating the horizon): focus on detailing and supporting the value streams. Processing and analyzing the information collected from applications on LeanIX;

#### Phase 5 – October/November: "Sailing to New Horizons"

- October (expanding frontiers): mapping completion and scalability preparation. Planning for future expansions and result analysis;
- November (expanding frontiers): mapping completion and scalability preparation. Planning for future expansions and result analysis;

#### Phase 6 – December: "Return to Home Port with Treasures"

- December (celebration of discoveries): expedition closure with final data consolidation, discovery reports and celebration of successes.

# STRATEGY & KPIs

DA DT Products Portfolio ... +

DT-Products-Portfolio---... ▾ ⋮

Overview

Summary

Dashboards

Wiki

Boards

Pipelines

Artifacts

Enter page title ×

Timeline

&gt; Strategy &amp; KPIs ⋮

&gt; Data Discovery

&gt; UX WORK

&gt; Biweekly Status Report

&gt; Value Streams

## Strategy & KPIs

Project: **Application Atlas:**

- **Vision** (why we were created): Democratize architecture, driving efficiency, innovation, and digital transformation across Braskem;
- **Mission** (what we do):

1. **Synergy and rationalization:** optimize IT resources and technical solutions and identify opportunities of synergy between Value Chain initiatives;
2. **Better support Value Chains:** architecture standards and IT solution visibility.
3. **Efficiency and Strategy EA:** guardrail definition, innovation reference and vision, solution portfolio strategy and technology roadmap.
4. **Empower and support** Value Streams.

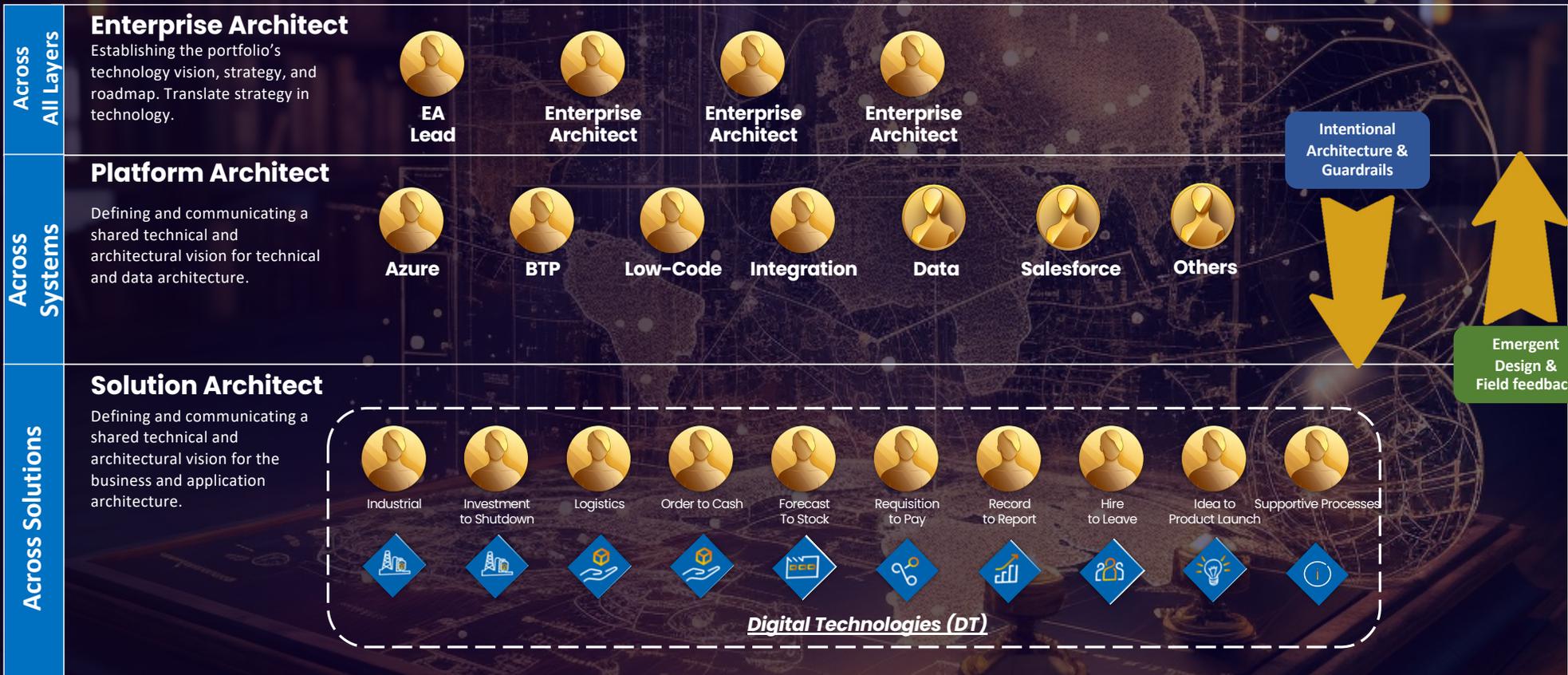
- **2024 Goal** (short term): Complete a mapping of 300 applications across 10 value streams within one year, laying the groundwork for informed decision-making and efficient, strategy-aligned IT infrastructure development (VALIDATE WITH BACKER).

- **2024 KPIs** (how to measure our progress):

1. **Mapping Coverage:** measures the percentage of applications mapped against the total planned;
2. **Value Streams Engagement:** evaluates the active involvement of value streams, based on criteria like participation in requested meetings;
3. **Adherence to Timeline Goals:** evaluates whether project phases are completed within the set deadlines;
4. **Number of Issues or Challenges Reported:** counts the problems identified during the mapping processes, serving as an indicator of areas needing attention and questions we need to address in the process;
5. **Stakeholder Satisfaction:** measures the degree of satisfaction of stakeholders with the process and outcomes of the mapping, typically through surveys. With this KPI, it'll be possible for us to find processes improvements in the pilot phase.

# COLLABORATE TO SUSTAIN

## IT Leadership



Emergent Design & Field feedback

## Business Owners

## Application Atlas Guideline

How to fill informations on LeanIX about Braskem's applications.



### 2. Lifecycle

If it wasn't possible to use the SaaS catalog functionality, then this information should be added manually. The text below helps provide additional clarity on how to interpret the Lifecycle Fields:

- **Plan:** The component has been announced by the provider.
- **Phase In:** The component is in beta or early access.
- **Active:** The component is generally available (it is mandatory to fill this field).
- **Phase out:** Date when the provider announces that a version will be going to be outdated.
- **End of life:** The component is end of life and no longer supported by the provider.



### 4. Functional Fit

This must be answered by the users of the application. Try to involve at least 2 users to ask the following questions: How well does the application align with your business needs? How well does the application support business capabilities and processes? Are there missing functionalities? Missing reports? Are users satisfied with the support of this application?

Use the following criteria to classify:

- 4 stars: 90% or more fit.
- 3 stars: 70% to 89% fit.
- 2 stars: 50% to 69% fit.
- 1 star: less than 50% fit.



### 6. Business Context

Business Context define the application in reflecting our value stream structure map. Same as Business Capabilities map, you can choose a root or a child to fill. If you think you need to add a level, contact Enterprise Architecture team.



### 8. Time Classification (TC)

Gartner's TC is a methodology used in EA to assess an organization's application portfolio. It categorizes applications based on their strategic value and the efforts required to manage them effectively. The TC is based on the Functional and Technical Fit assessment of the applications. Using those assessments, each application is categorized under one of four quadrants:

- Applications with a high Technical Fit but low Functional Fit will be **Tolerated**.
- Applications with a high Technical Fit and high Functional Fit will be **Invested**.
- Applications with a low Technical Fit and high Functional Fit will be **Migrated**.
- Applications with a low Technical Fit and low Functional Fit will be **Eliminated**.

Technical Fit	Functional Fit	
	Unacceptable	Acceptable
High	Tolerated	Invested
Low	Migrated	Eliminated



### 10. Data Objects

Name Convention: Object: provider -> consumer. Example: SAP Contracts: SAP ECC -> Vendavo. Data Objects



### 1. Application Information

Please always use the SaaS Catalog functionality to include new applications and IT Components. SaaS catalog provides auto-population of applications fields like description, product category, SSO, and hosting information. Once we use the SaaS Catalog, LeanIX will ensure continuous updates for these applications and IT Components. Please use the name field to include the original product name (commercial name) and the alias field as Braskem's internal name.



### 3. Business Criticality

Business-critical applications are all applications that are essential to everyday business operations. Most often it includes applications related to sales, finance, customer service, business processes, and logistics. Use the criteria below to classify:

- **Mission-Critical:** Any failure or disruption is catastrophic. These applications must be available to run at any cost.
- **Business-critical:** Breaks in service are not catastrophic, but they are highly undesirable. These applications should be consistent and reliable.
- **Business operational:** When they are disrupted it can cause problems within the organization. However, they are out of the direct line of service to the customer.
- **Administrative applications:** When these applications fail it can cause some problems but it will not affect the customer and can be tolerated a bit more.



### 5. Business Capabilities

Business Capabilities define the application in business terms and serve as a common language everyone in the organization understands and refers to. We provided a complete map and the idea is to have the support of the business to help fill this field. There are 3 levels. You can pick the appropriate level. Example: you can pick a root level like "Finance" if you are not comfortable going deep in detail, or you can pick a child level such as "Finance / Accounting / External Reporting", if you think you need to add a level, contact Enterprise Architecture team.



### 7. Organizations

Organization is a map which reflects Braskem's regions represented by geographical divisions. Same as Business Capabilities map, you can choose a root or a child to fill. If you think you need to add a level, contact Enterprise Architecture team.



### 9. 6R Classification

The 6R framework helps to classify applications for cloud migration based on six different strategies: Rehost, Replatform, Rearchitect, Repurchase, Retain, and Retire. 6Rs assess applications for cloud readiness.

- **Rehost:** Also known as "lift and shift." Rehosting is moving existing systems or applications to new infrastructure or cloud-based platforms. It can be automated using tools and is an easy way to optimize re-architect applications already running in the cloud.
- **Replatform:** A way of identifying and modernizing parts of an application (IT components) to achieve some tangible benefits, such as improved resource utilization, improved security, etc., while the core architecture of the application remains the same.
- **Rearchitect:** This involves reimagining or restructuring an application architecture, usually using cloud-native technology and modern architectures (e.g., Microservice, Serverless). This is done when an organization wishes to add features, scale, or improve application performance. This approach offers the maximum benefits of the cloud, such as scalability, reliability, and cost efficiency, but it also requires significant effort.
- **Repurchase:** The application is fully replaced by a Software-as-a-Service (SaaS) product.
- **Retire:** Deciding which applications can be removed because they are no longer required for the business. Data archiving or data migration to a successor Application might be required.
- **Retain:** This is the 'do nothing' option. Applications that need no changes or should be revisited at another time.

# EXPEDITION ROADMAP 2024



May/June

July

August

Product Portfolio Building

Information 17%	
Name & Description	Name: Example Application for Completion Timeline
Lifecycle	What is the lifecycle state (e.g. planned, active or end of life)?
Licensing Agreement	When the contract begins and when it ends
Relations Explorer	<a href="#">A Example Applicati...pletion Timeline</a> <span>no relations</span>
Business Support 0%	
Business Criticality & Functional Fit	How well does this Application support the business?
Business Capabilities	Which Business Capabilities are supported by this Application?
Business Contexts	Which Business Contexts are supported by this Application?
Organizations	Who is using this Application?
Sourcing 0%	
Technical Fit	In what shape is this Application from a technical point of view?
IT Components	Which services, software & hardware (e.g. Hosting, ASP, SaaS) is this Application using?
Hosting	Modifying this field may affect the Reference Catalog service.
Single Sign on	Modifying this field may affect the Reference Catalog service.
Cost	Total cost in BRL reals/year for this application

# EXPEDITION ROADMAP 2024

Product Portfolio Building

September

▼ Portfolio Strategy 0%	
TIME Classification	Evaluate this Application by plotting the business value against its overall quality.
6R Classification	Classify this Application according to the 6R methodology.

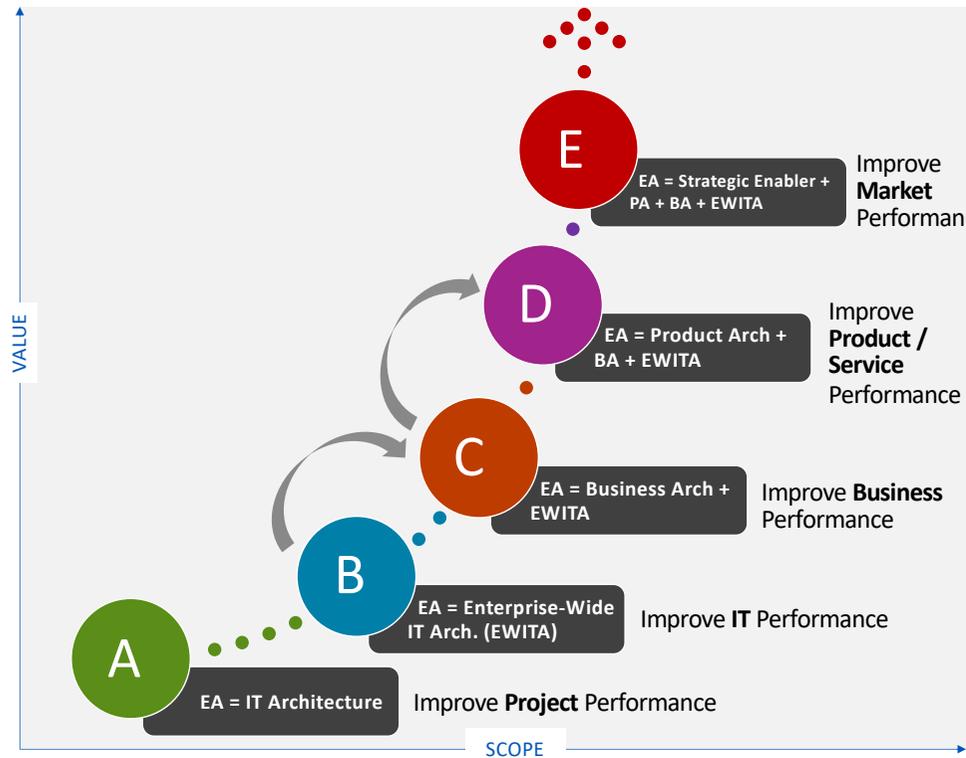
October

▼ Data Management	
Data Objects (Optional)	Which Data Objects are created, modified or required by this Application?
Provided Interfaces (Optional)	Which Interfaces are provided by this Application?
Consumed Interfaces (Optional)	Which Interfaces are consumed by this Application?

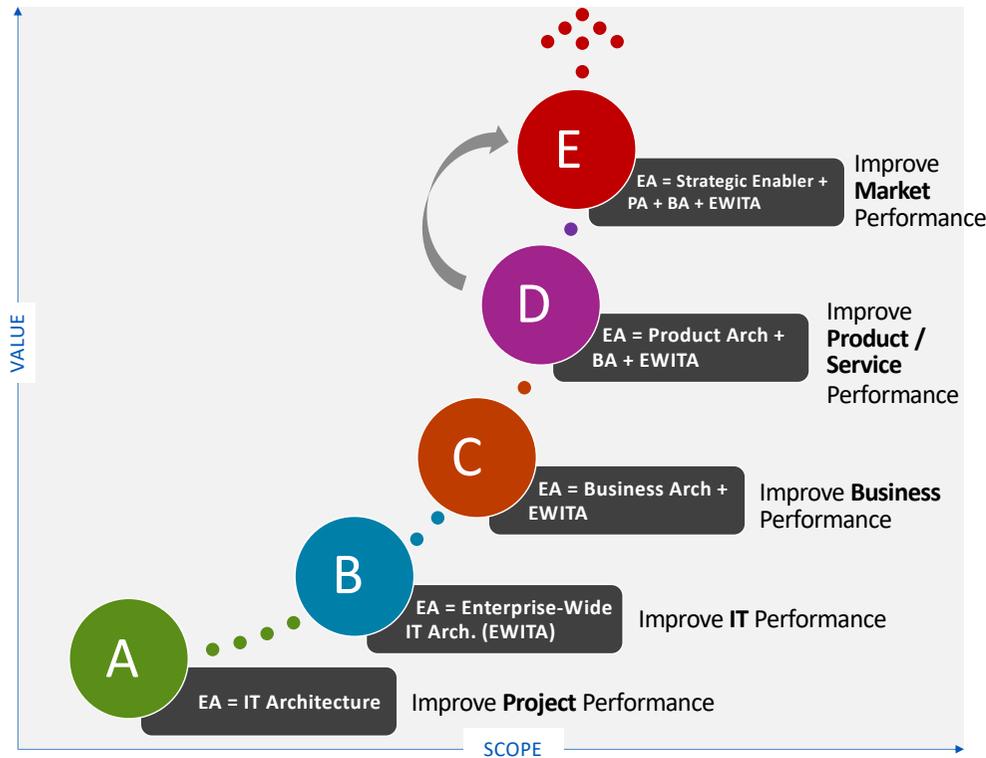
# OUTCOMES!



# Trusted → Influential



# Influential Strategic Advisor



# SUSTAINABILITY!





***THANK YOU!***