Enterprise Planning & Analytics on SAC Raj Sathiaseelan

Senior Business Insights Analyst



Costa is Australia's leading grower, packer and marketer of fresh fruit & vegetables and operates principally in five core categories:

- berries
- mushrooms
- glasshouse tomatoes
- citrus
- avocados

Operations include approximately 7,000+ planted hectares of farmland, 40 hectares of glasshouse facilities and three key mushroom growing facilities across Australia. Costa also has strategic foreign interests, with majority owned joint ventures covering six blueberry farms in Morocco and four berry farms in China, covering approximately 700 planted hectares.

For the 12 months financial year ended December 2021:

- Costa's total revenue was \$1,220.6 million (CY20: \$1,164.9 million); and
- NPAT before SGARA and material items (NPAT-S) was \$64.0 million (CY20: \$55.1 million).

www.costagroup.com.au



About Costa Group

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Bailang – Yunnan Province Manlai – Yunnan Province Guangmen – Yunnan Province Manhong – Yunnan Province Bousellham,/Laaouamra Kenitra, Larache region Massa Agadir (southern) region

🔵 Victoria

Business Support Centre, Ravenhall Citrus Farm, Colignan Citrus Farm, Nangiloc Compost Facility, Nagambie Distribution Centre, Derrimut Melbourne Wholesale Market Mushroom Farm, Mernda Mushroom Farm, Yarrambat

Adelaide Wholesale Market, Pooraka Amaroo Citrus Farm, Murtho Kangara Citrus Farm and Packhouse,

South Australia

Mushroom Farm, Monarto

Solora Citrus Farm, Loxton

Pike Creek Citrus Farm, Lyrup

Yandilla Citrus Farm and Packhouse,

Murtho

Renmark

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Queensland

Avocado Farm, Atherton Avocado Farm, Walkamin Banana Farm, Tully Banana Farm, Walkamin Berry Farm, Atherton Berry Farm, Tolga Berry Farm, Walkamin Brisbane Wholesale Market, Rocklea Citrus Farm, Emerald Citrus Farm, Dimbulah Table Grape Farm, Mundubbera

Tasmania

Berry Farm, Dunorlan Berry Farm, East Devonport Berry Farm, Lebrina Berry Farm, Nine Mile Berry Farm, Wesley Vale Berry Distribution Centre and Packhouse, East Devonport Devonport Distribution Centre, Quoiba

New South Wales

Avocado Farm, Comboyne Avocado Farm, Fishermans Reach Berry Farm, Corindi Berry Farm, Rosewood Berry Farm, Tumbarumba Citrus Farm, Trentham Cliffs Distribution Centre, Eastern Creek Table Grape Distribution Centre, Euston Tomato Glasshouses, Guyra

🔴 Western Australia

Berry Farm, Gingin Berry Farm, Neergabby Compost Facility, Mandurah Distribution Centre, Jandakot Mushroom Farm, Casuarina Perth Wholesale Market, Canning Vale

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rees and Vines		Berry Domesti	c and Interna	tional	
	Hectares	Berry (Aust) 721 hectares		es	
vocado/Banana	1,038				
Avocado ¹	761	Berry type	Hectares	Soil	Substrate
Bananas	277	Blueberry	476	248	228
true ²	5 427	Raspberry	166	58	108
Citrus	4.592	Blackberry	54	7	47
Table grapes	573	Strawberry	25	0	25
Wine grapes	262	Morocco	345		
ertical Farming		China	296		
	Hectares	Blueberry	265		
Mushrooms ³	108	Raspberry	22		
asuarina (WA)	14	Blackberry	9		
ernda (VIC)	54				
onarto (SA)	40				
Tomato	35 ⁴				
asshouse	35				
Includes 113 hectares	of Riverland/Sunravsia plantings	3, Stated	as production hecta	res only	
Includes 2PH and pros hectares. KW Orchards	pective 2023 Conaghans planting of 21 and Cufari acquisitions.	10 4. Denote expans	s planting of first fiv ion. Additional 5 he	e hectares of ne ctares planted Ja	w 10 hectare glassh an '22

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Journey with SAC

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Costa Group has 5 unique business categories, and international operations

- Over time, each business had developed unique planning processes
- Businesses also had different systems with different master data
- Finance and other teams found it laborious to manually consolidate data from these different systems

Movement towards standardisation

- Costa Group recognised the need for a standardised planning process and methodology, while allowing for unique planning scenarios within each business unit
- The solution had to bring benefits of streamlining, while respecting autonomy within each business unit

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Journey with SAP Analytics Cloud (SAC)

- Costa selected SAC as it provided the correct balance and capabilities required for a Group-wide planning and analytics solution
- Extensive scoping was done to gather requirements and pain points from across all business units
- Development with SAC then began

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Milestones

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Standardisation of Enterprise KPI, reporting and analytics

- Public dimensions provide a common framework and language
- Cross-model copy functionality for easy consolidation

Development of internal capabilities

- Train the Trainer programs across different business units and functions
- Access to SAC and datasets for super users to experiment

Solution for analysis, with less time spent consolidating data

- Import jobs within each model set up once, then just refreshed
- Integrated datasets from various systems (harvest, packing, sales, HR, etc.)
- Cross-referencing provides richer analysis

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Build planning solutions to allow flexibility for future changes

- Public dimensions define structure, to be reused and leveraged on
- Separation of dimensions and import jobs in a model

Build internal skills and capabilities, to support ongoing adoption and management of the solution

- Targeted, specific demonstrations to gain end user acceptance
- Train the Trainer programs
- Encourage end user experimentation

Target areas that will add the highest value

- Scoping and prioritising of requests
- Time is a scarce resource!

Feedback on SAC's capabilities

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SAC feature	What we like	What we would like
Universal Model	 Multiple key figures allows much more complex data Calculation formulas are live which is useful for on the spot conversions New feature of populating dimension members and properties during import Import Settings are quite powerful 	 More data wrangling and transformations Blending datasets in import jobs Import specific worksheets or tables, not limited to the first row of the first worksheet of a file Formulas, thresholds etc when blending at story level Links 🖾 to open in new tabs
Data Actions	 Perform complex calculations at required levels of filters, granularity, and sequence Visual building of steps easy for beginners to start using Reviewing results before publishing 	 Ability to add breakpoints and interrogate output, for easier debugging Model to be dynamic instead of fixed, to allow reusing of data actions across similar models Dynamic/variable parameters from model
Dimensions and Measures	 Separation of dimensions and measures reduces ambiguity Date calculations are sophisticated – different offsets, dynamic time ranges Properties useful in many ways Multiple hierarchies allow flexibility in display and aggregation of data Public Dimensions for standardisation 	 Import Jobs and Story to not require at least one measure, which introduces limitations when data is mainly qualitative (e.g. issues by site) Storage and entry of text in Story Formulas based on Measure values Thresholds based on other Measures Subfolders for grouping Measures Public Measures for naming standardisation Import multiple dimensions in Public Dimension

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