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To-be Application Landscape

Based on the *SpeedParcel* Case Study

Submitted by:

Vanessa Buchinger

Amadeo Andrés Granillo

Hendrik Gruber

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Professor:

Prof. Dr. Jürgen Jung

Executive Summary

SpeedParcel's current application landscape cannot sustain the new crowd-sourced "Uber-like" delivery model: systems cover the same capabilities multiple times, SAP modules are unpopular and run-costs are high. To fix this within the €7.8 million budget and cut annual IT spending by 25 %, we propose a leaner, capability-aligned target architecture.

While in the ideal landscape, the capabilities were only covered once, in reality, this isn't always possible. Some tasks require multiple systems to implement, and therefore it's possible that some capabilities are used multiple times. However, it's perfectly fine if the systems complement each other.

A revised Business Capability Map takes into account only what the new model needs to then retire redundant systems. Using a refreshed Business Object Model and Business Support Matrix, gaps and duplicates were identified. Also, a streamlined To-Be Application Architecture that keeps just 15 core systems, introduces 6 focused solutions, and retires 18 legacy or redundant applications was designed:

- WooDelivery – mobile marketplace & fleet management
- CargoWise – unified customs and warehouse platform
- Azure Synapse – central data warehouse feeding Power BI, replacing local Access stores
- GRC Suite – fine-grained compliance, SSI-based identity, access management

All integrations use a standard event bus (RabbitMQ) and REST APIs; CMDB and the EA repository stay the authoritative sources. The roadmap delivers quick wins—data-warehouse consolidation and customs unification—within two quarters, then phases in WooDelivery and decommissions high-cost SAP modules. Risks are managed via staged migrations, clear governance, and contingency budgets.

Diagrams were created in Miro; capability and cost matrices in Excel.

Everyone was equally involved in this assignment.

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1. Reference Business Capability Map (BCM)

The following is the business capability map (BCM) used as a reference for the later landscapes.



Figure 1: Speed Parcel's Three-tier Capability Map (Guiding, Core, Enabling)

2. Business Object Model (BOM)

The following is the business object model (BOM) used as a reference for the later landscapes.

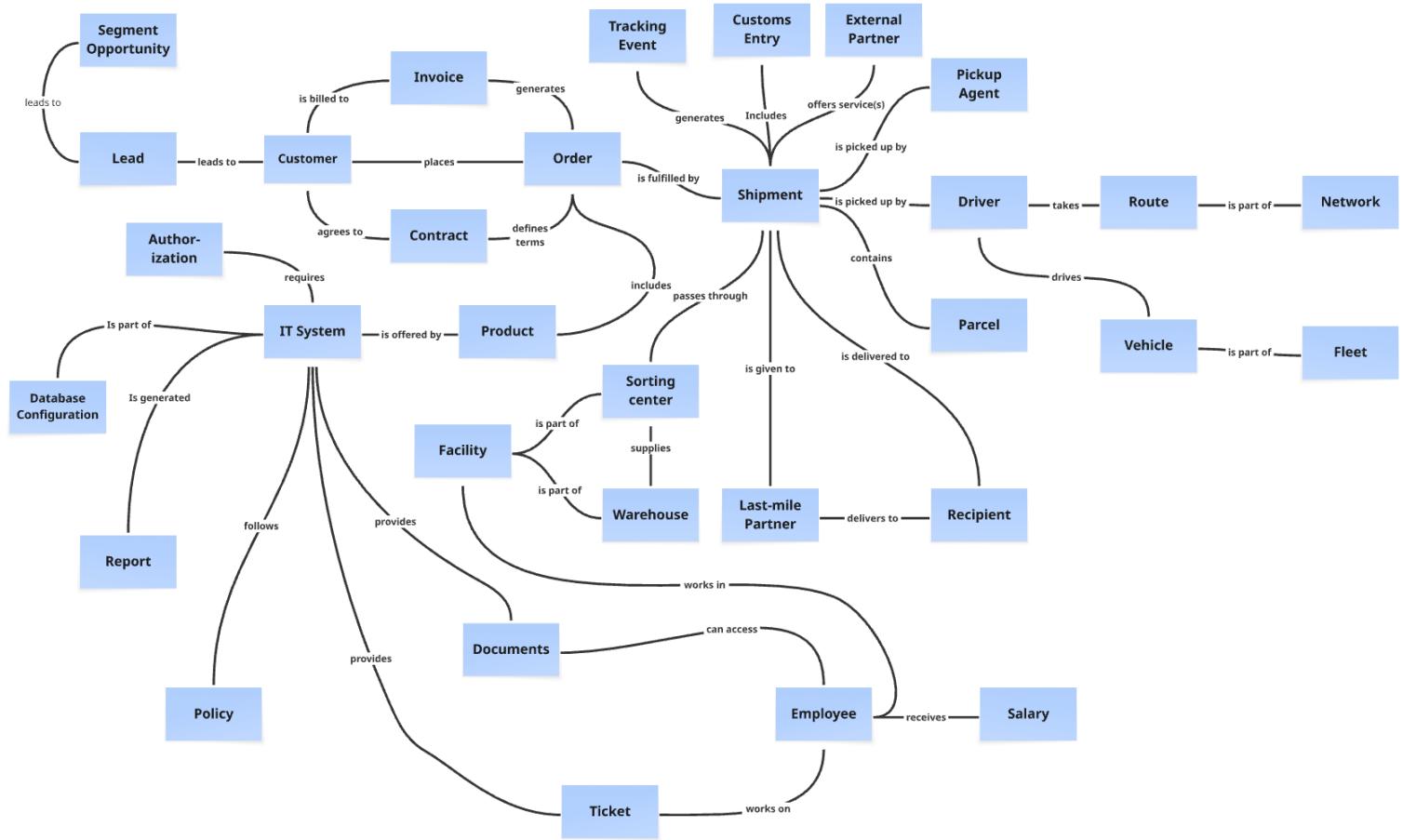


Figure 2: SpeedParcel Business Object Model

3. Business Support Matrix (BSM)

The Business Support Matrix links every capability from the Reference Business Capability Map to the applications that provide it. Its purpose is two-fold:

- to demonstrate complete functional coverage in the to-be landscape, and
- to reveal overlaps and gaps that drive the change plan in Section 5.

The overlaps identified were taken into account. They either involved an overlap between two systems that support or complement each other in fulfilling a capability. If this was not the case and all capabilities could be covered elsewhere, we removed the system.

The submission includes two Excel files. One contains a BSM with all applications from the as-is and ideal scenarios, while the second Excel file contains only the to-be applications and their cost calculations.

4. To-Be Architecture

The following application landscape is what *SpeedParcel*'s application landscape will look like after removing, adding, and replacing. The goal of these changes is to have all capabilities covered while also improving the total running costs, reduce license costs, and to only include applications that are aligned with the company's strategy.

The following landscape map shows all applications and how they interact with each other, e.g. what data flows between them and in which direction. The arrows represent the flow of data from one application to another or flow bidirectionally between both. The information on the lines describes what data objects are being passed.

4.1 Target Landscape Diagram

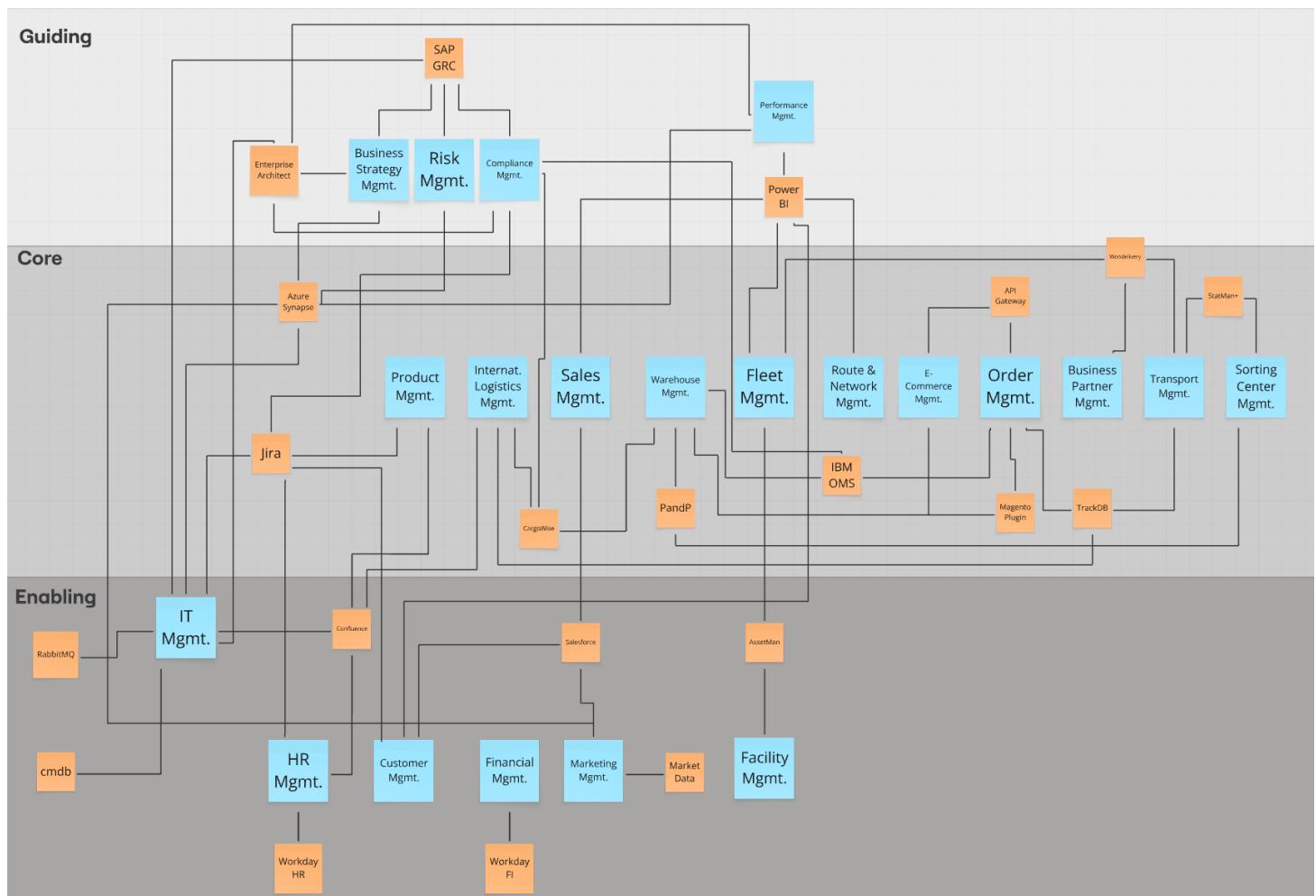


Figure 3: Speed Parcel's To-Be Application Landscape Diagram

4.2 Cross-Application Data-Flow-Diagram

This target landscape shows *SpeedParcel*'s streamlined application stack after planned removals, additions, and replacements. Each system aligns with corporate strategy, covers the required capabilities, and lowers run-time and licence costs. Arrows illustrate directional or bidirectional data flows, and the labels on each link specify the business objects exchanged.

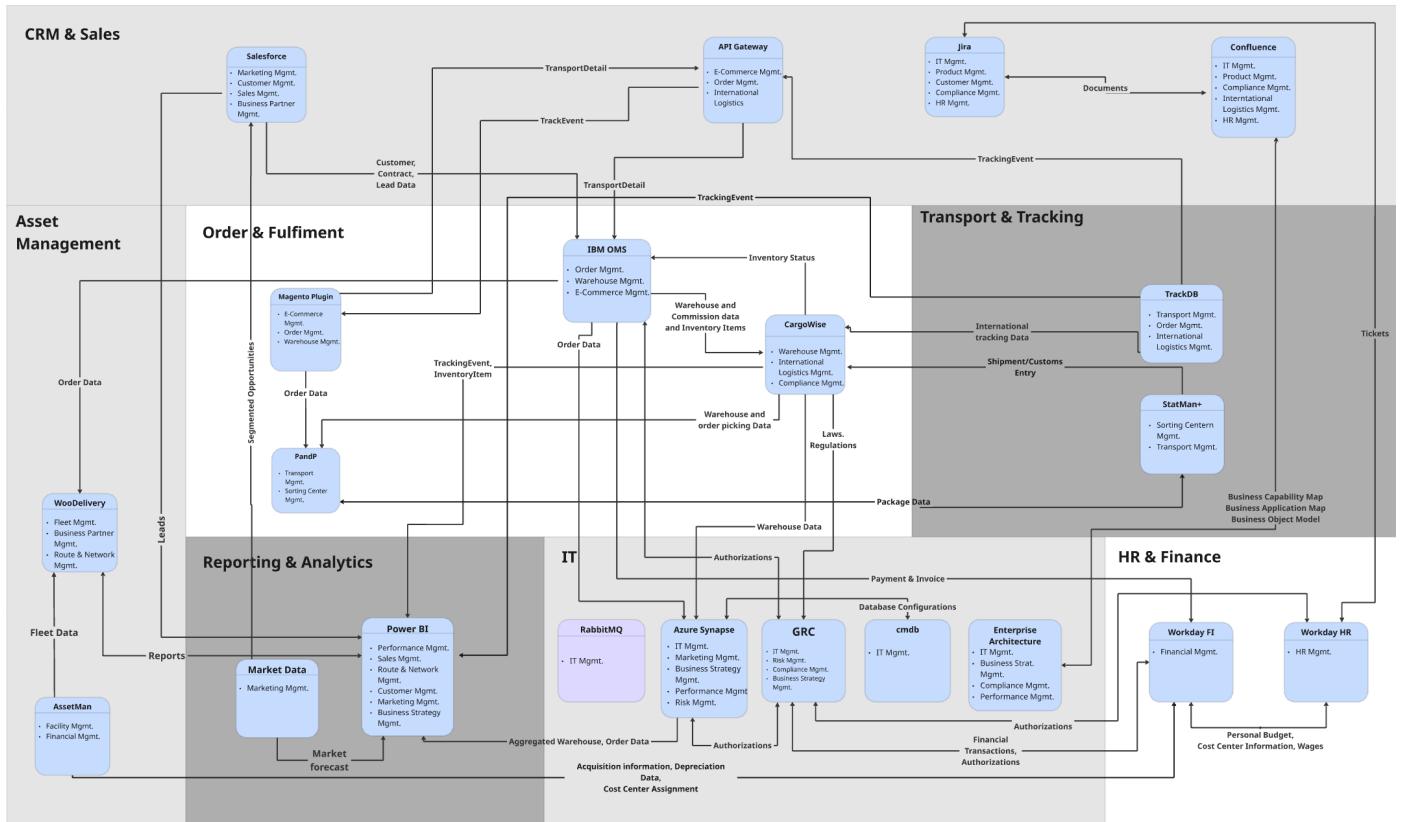


Figure 4: SpeedParcel's Data Flows Diagram

4.3 Application Factsheets

The goal of the to-be application map is to design a realistic application map which fulfills all the business capabilities of *SpeedParcel* while at the same time remaining cost-effective.

In the to-be landscape, some capabilities are covered by more than one application. Although overlapping may be redundant and should be considered for removal, in some situations it is not preventable. E.g. having two HR applications that cover roughly the same capabilities means that one is redundant and needs to be removed. However, large and powerful applications such as Power BI and Salesforce cover a lot of capabilities. An overlap in some is natural and does not mean that either application is redundant.

A budget of 7,8 million Euros was allocated to enable the digital transformation of the application landscape at *SpeedParcel*.

4.3.1 Overview

Application	Action	Replaced by
Salesforce	Keep	-
Jira	Keep	-
API Gateway	Keep	-
RabbitMQ	Keep	-
Power BI	Keep	-
Market Data	Keep	-
Statman+	Keep	-
TrackDB	Keep	-
IBM OMS	Keep	-
PandP	Keep	-
Workday HR	Keep	-
Enterprise Architect	Keep	-
Magento Plugin	Keep	-
Cmdb	Keep	-
AssetMan	Keep	-
Confluence	Keep	-
Lead Analytics	Remove	PowerBI
Marketeer	Remove	PowerBI
StatMan	Remove	Statman+
WHAU	Remove	CargoWise
Report Smith	Remove	PowerBI
CNCustoms	Remove	CargoWise
SAP HR	Remove	Workday HR
LMD System	Remove	Statman+
WiseGuy	Remove	TrackDB
Fin App	Remove	Workday FI
MTS	Remove	CargoWise
SAP FI	Remove	Workday FI
Payroll	Remove	Workday FI and Workday HR
BusMan	Remove	Workday HR and Workday FI
WordPress	Remove	Confluence + external consultants / developers
CustARD	Remove	PowerBI
Access	Remove	Azure Synapse

Azure Synapse	Introduce	-
GRC	Introduce	-
CargoWise	Introduce	-
WooDelivery	Introduce	-
Workday FI	Introduce	-
Workday HR	Introduce	-

4.3.2 New Systems

Some business capabilities are not yet covered by the existing applications. Therefore, introducing new applications to enable these capabilities to align with SpeedParcel's IT strategy. Some added applications also replace existing ones, as they cover at least the same capabilities or are more cost effective.

The Uber-like business model involves the following capabilities:

IT-Management: which will be relevant to the development and deployment of mobile applications for the drivers. The drivers can use the app to register themselves as a driver, look for delivery orders, select fitting orders, schedule their pickup time and location, update their delivery status, and finally get paid. **Transport Management:** Spot Management, Planning and Coordination and Order Picking Management.

4.3.2.1 WooDelivery

Purpose: Mobile marketplace app that matches freelance couriers with open delivery orders; supports “Uber-like” model. The application WooDelivery will fulfill the requirements for Fleet Management, Business Partner Management and most of the Route & Network Management. The external drivers can use WooDelivery to find, accept and execute an order. (WooDelivery, 2025)

Business Objects: External Partner, Driver, Order, Vehicle, Fleet, Route, Network, Parcel

Data flows: WooDelivery receives order data from IBM OMS, fleet data from AssetMan and reports from Power BI.

Covered Capabilities:

Fleet Management	Covered?	Desc.
Fleet Maintenance, Repair, Overhaul	Yes	-
Fleet Expansion Management	Yes	-
Fleet Relinquishment Management	Yes	-
Fleet Ownership	Yes	-
Fleet Monitoring	Yes	-

Business Partner Management	Covered?	Desc.
Contract Negotiation	Yes	Also covered by Salesforce

Carrier Relationship Management	Yes	Also covered by Salesforce
Communication Management	Yes	-
Account Management	Yes	Also covered by Salesforce
Partner Network Management	Yes	Also covered by Salesforce

Route & Network Management	Covered?	Desc.
Location Planning	No	Covered by Power BI
Route Planning	No	Covered by Power BI
Fleet Operations	Yes	-

**Some level 2 capabilities are covered by other applications as well. This could not be prevented and does not make any of the overlapping applications redundant, as they still have a right to exist. E.g. Salesforce and WooDelivery cover the same Business Partner Management capabilities, but their functionality does not necessarily overlap. If the corresponding level 3 capabilities were looked at, much less overlap would be seen. Both have their right to exist in the landscape without being redundant.*

4.3.2.2 CargoWise

Purpose: Handles global customs clearance and warehouse execution (CargoWise, 2025). We added this application for Customs Management and Warehouse Management replacing CNCustoms and WHAU.

Business Objects: Shipment, CustomsEntry, Parcel

Data flow: CargoWise receives International tracking Data from TrackDB, Shipment/Customs Entry from StatMan+ and Warehouse and Commission data and Inventory Items from IBM OMS. It sends Warehouse and order picking data to PandP and Warehouse Data to Azure Synapse. It also sends the relevant laws and regulations to the GRC System, which manages the compliant user access for CargoWise. This application can identify customs duties in each country and supports the implementation in the warehouse activities.

Covered Capabilities:

Warehouse Management	Covered?	Desc.
Inventory Management	Yes	Also covered by IBM OMS
Storage Planning	Yes	Also covered by IBM OMS
Inbound Processing	Yes	Also covered by IBM OMS and Magento Plugin
Inventory Adjustment	Yes	Also covered by IBM OMS
Dispatch Management	Yes	Also covered by IBM OMS and Magento Plugin

International Logistics Management	Covered?	Desc.
Informational Law Management	Yes	-
Import Management	Yes	Also covered by API Gateway
Export Management	Yes	Also covered by API Gateway
Document Management	Yes	Also covered by Confluence

Customs Price Management	Yes	-
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Compliance Management	Covered?	Desc.
Regulation Identification	Yes	Also Covered by GRC
Policy Setup	No	Covered by GRC
Staff Training	No	Covered by Enterprise Architect, Confluence and Jira
Compliance Monitoring	No	Covered by GRC
Issue Reporting	No	Covered by GRC

*Some level 2 capabilities are covered by other applications as well. This could not be prevented and does not make any of the overlapping applications redundant, as they still have a right to exist. E.g. IBM OMS covers all of the same Warehouse Management capabilities as CargoWise but does not overlap in the other areas.

4.3.2.3 Workday FI

Purpose: Workday FI is a tool which enables SpeedParcel to manage their financial reporting and accounting. It is also used to manage and automate all things to do with employee compensation. It is able to execute salary transactions, compute taxes, and add bonuses in an automated fashion.

Business Objects: Invoice, Employee, Salary, Report

Data flow: Workday FI receives Payment and Invoice data from IBM OMS, Acquisition information, Depreciation Data, Cost Center Assignment from AssetMan and Personal Budget, Cost Center Information, Wages from Workday HR. It sends financial transactions to GRC and receives authorizations from GRC.

Covered Capabilities:

Financial Management	Covered?	Desc.
Financial Account Management	Yes	-
Order Payment Management	Yes	-
Tax Management	Yes	-
Asset and Liability Management	Yes	Covered by AssetMan
Financial Planning	Yes	-
Budget Management	Yes	-
Financial Reporting	Yes	-

4.3.2.4 Workday HR

Purpose: Workday HR is a tool which enables HR operations and focuses on enabling employees and managing talent.

Business Objects: Employee

Data flow: Workday HR sends and receive authorizations from GRC, Onboarding tickets from Jira, and Personal Budget, Cost Center Information, Wages from Workday FI.

Covered Capabilities:

HR Management	Covered?	Desc.
Acquisition	Yes	-
Employee Performance Management	Yes	-
Termination	Yes	-
Employee Payment Management	Yes	-
Employee Onboarding	Yes	Also covered by Confluence and Jira

*Although Workday HR, Confluence, and Jira all cover the Employee Onboarding capability, they do not overlap in functionality. Workday HR takes care of the operations of onboarding an employee, Confluence might have onboarding documentation for the employee, and Jira might have a list of tasks in Kanban board. All applications have a right to exist in the landscape.

4.3.2.5 Azure Synapse

Purpose: Azure Synapse is an enterprise data warehouse for consolidated operational and analytical data. It is a repository of data that is collected from different sources like Workday HR/FI, Jira, CargoWise and IBM OMS and uses them for analysis and reporting.

Business Objects: Employee, Salary, Sortingcenter, Warehouse, Order, Report, Customer, Shipment, Driver, Network, Recipient

Data flow: It receives Order Data from **IBM OMS**, Warehouse data **CargoWise**. It also receives authorizations from **GRC** and database configurations from **cmdb**. It sends aggregated warehouse and order data to **power BI**.

Covered Capabilities:

IT Management	Covered?	Desc.
IT-Equipment Management	No	Covered by Confluence and Jira
IT Security	No	Covered by RabbitMQ, cmdb and GRC
Data Management	Yes	Also covered by cmdb and GRC
System Maintenance	Yes	Also covered by cmdb, GRC and Enterprise Architecture

Marketing Management	Covered?	Desc.
Campaign Management	No	Covered by Power BI and Salesforce
Performance & Analytics Management	Yes	Also covered by Salesforce, Power BI, and Market Data
Marketing Strategy Management	No	Covered by Market Data, Power BI, and Salesforce

Business Strategy Management	Covered?	Desc.

Strategy Development	Yes	Also covered by GRC
Business Strategy Communication	Yes	-
Sustainability Management	No	Also covered by GRC
Market Research	Yes	-
Acquisition and Merging	Yes	-
USP Identification	Yes	Also covered by GRC

Performance Management	Covered?	Desc.
Process Analysis	Yes	Also covered by PowerBI and GRC
KPI Management	Yes	Also covered by PowerBI
Business Process Improvement	Yes	Also covered by PowerBI and Enterprise Architecture
Corporate Reporting	Yes	Covered by PowerBI

Risk Management	Covered?	Desc.
Risk Identification	Yes	Also covered by GRC
Risk Assessment	No	Covered by GRC
Risk Mitigation	No	Covered by GRC
Risk Control	No	Covered by GRC
Risk Documentation	No	Covered by GRC

*Some level 2 capabilities are covered by other applications as well. This could not be prevented and does not make any of the overlapping applications redundant, as they still have a right to exist. E.g. Azure Synapse is a data warehouse, which is interconnected with many applications. Thus, it covers a lot of similar ground to e.g. PowerBI. All applications have a right to exist in the landscape and serve different purposes.

4.3.2.6 GRC (Governance, Risk and Compliance)

Purpose: GRC determines things like which applications are incorporated into the enterprise and what kind of data they may process and how this data is protected to fit the compliance requirements.

Business Objects: Authorizations, Policy, Report

Data flow: GRC sends and receives authorizations from IBM OMS, Workday HR, Workday FI and Azure Synapse. It receives laws and regulations from CargoWise.

Covered Capabilities:

Business Strategy Management	Covered?	Desc.
Strategy Development	Yes	Also covered by Azure Synapse and Power BI
Business Strategy Communication	No	Covered by Power BI and Enterprise Architect
Sustainability Management	No	Covered by Power BI and Enterprise Architect
Market Research	No	Covered by Power BI and Azure Synapse
Acquisition and Merging	No	Covered by Enterprise Architect and Azure Synapse
USP Identification	No	Covered by Enterprise Architect and Azure Synapse

IT Management	Covered?	Desc.
IT-Equipment Management	No	Covered by Confluence and Jira
IT Security	Yes	Also covered by RabbitMQ, cmdb and Synapse
Data Management	Yes	Also covered by cmdb and Synapse
System Maintenance	Yes	Also covered by cmdb, Synapse and Enterprise Architecture

Compliance Management	Covered?	Desc.
Regulation Identification	Yes	Also Covered by CargoWise
Policy Setup	Yes	Also overed by CargoWise
Staff Training	No	Covered by Enterprise Architect, Confluence and Jira
Compliance Monitoring	No	Covered by CargoWise
Issue Reporting	No	Covered by CargoWise

Risk Management	Covered?	Desc.
Risk Identification	Yes	Also covered by Azure Synapse
Risk Assessment	Yes	-
Risk Mitigation	Yes	-
Risk Control	Yes	-
Risk Documentation	Yes	-

*Some level 2 capabilities are covered by other applications as well. GRC is a large-scale application that deals with compliance. As some sort of compliance can be found in most capabilities, overlap is to be expected. All applications have a right to exist in the application landscape.

4.3.3 Retained Systems

The retained systems are the ones that were present in the as-is business support matrix (BSM) which were decided to be kept for the to-be application architecture, as they can still cover relevant capabilities without redundancies between the other systems.

One change in the retained systems is that some applications, which were previously restricted to regional areas (e.g. Czech Republic and Austria), are now opened up to be global applications.

4.3.3.1 Salesforce

Purpose: Salesforce is a Customer Relationship Management (CRM) System that maintains customer data and supports sales to manage their accounts, customer contacts, leads, contracts and quoting.

Business Objects: Leads, Contract, Customer

Data flow: Salesforce sends Customer data, contract data and lead data to **IBM OMS**. It also sends leads data to **Power BI**. It receives segmented opportunities from **Market Data**.

Covered Capabilities:

Marketing Management	Covered?	Desc.
Campaign Management	Yes	Also covered by Power BI
Performance & Analytics Management	Yes	Also covered by Power BI and Market Data
Marketing Strategy Management	Yes	Also covered by Power BI and Market Data

Customer Management	Covered?	Desc.
Customer Acquisition	Yes	Also covered by Power BI
Customer Service	Yes	Also covered by Jira
Customer Relationship Management	Yes	Also covered by Power BI
Customer Contract Management	Yes	Also covered by Power BI
Customer Feedback	Yes	Also covered by Power BI

Sales Management	Covered?	Desc.
Sales Teams Assignment	Yes	
Lead Management	Yes	Also covered by Power BI
Opportunity Creation	Yes	
Product Offering	Yes	
Distribution Channel Management	Yes	Also covered by Power BI

Business Partner Management	Covered?	Desc.
Contract Negotiation	Yes	Also covered by WooDelivery
Carrier Relationship Management	Yes	Also covered by WooDelivery
Communication Management	No	Covered by WooDelivery
Account Management	Yes	Also covered by WooDelivery
Partner Network Management	Yes	Also covered by WooDelivery

* Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.2 CMDB

Purpose: CMDB is a configuration management database and is used as a central database that stores information about all elements and configurations in the IT infrastructure. This application remains relevant because it retains settings and supports for other IT applications.

Business Objects: Database Configuration

Data flow: CMDB sends and receives database configurations to and from Azure Synapse.

Covered Capabilities:

IT Management	Covered?	Desc.
IT-Equipment Management	No	Covered by Confluence and Jira
IT Security	Yes	Also covered by RabbitMQ, GRC and RabbitMQ
Data Management	Yes	Also covered by Azure Synapse and GRC
System Maintenance	Yes	Also covered by Azure Synapse, Enterprise Architecture, and GRC

*Some level 2 capabilities are covered by other applications as well. Because cmdb is a configuration management database, it is involved in fulfilling many different capabilities. This is not redundant but rather necessary.

4.3.3.3 API Gateway

Purpose: API Gateway provides web services to external partners. It is used by customers for providing pre-advises for domestic and cross-border shipments, tracking information and also covers the order fulfillment API. Central entry point that secures and routes all external REST calls to SpeedParcel back-end services.

Business Objects: TrackingEvent, Order

Data flow: API Gateway receives the transport details from *Magento Plugin*, Track Events from *TrackDB*. It sends the transport details to *IBM OMS* and Track Events to *Magento Plugin*.

Covered Capabilities:

E-Commerce Management	Covered?	Desc.
E-Commerce Integration	Yes	Also covered by Magento Plugin
Digital Pricing & Quotation Management	No	Covered by Magento Plugin
Customer Self-Service	Yes	Also covered by Magento Plugin
Online Order Management	Yes	Also covered by IBM OMS and Magento Plugin

Order Management	Covered?	Desc.
Order Release Management	Yes	Also covered by IBM OMS and Magento Plugin
Order Processing	Yes	Also covered by IBM OMS and Magento Plugin
Return Management	No	Covered by IBM OMS and Magento Plugin
Shipment Tracking	Yes	Covered by Magento Plugin and TrackDB

International Logistics Management	Covered?	Desc.
International Law Management	No	Covered by CargoWise
Import Management	Yes	Also covered by CargoWise and TrackDB
Export Management	Yes	Also covered by CargoWise and TrackDB
Document Management	No	Covered by CargoWise
Customs Price Management	No	Covered by CargoWise

**Some level 2 capabilities are covered by other applications as well. It overlaps with other applications that fulfill capabilities used for logistics. The individual functionality of these applications complement each other and are not redundant.*

4.3.3.4 Jira

Purpose: Jira is used as workflow and ticketing management. Tickets can be created, assigned to different projects, and their progress tracked in various boards. Within Jira, different projects exist for different business units. E.g. customer service might create Jira tickets for incoming complaints and reports from customers.

Business Objects: Ticket

Data flow: Jira sends and receives documents to and from Confluence. It also exchanges tickets with Workday HR.

Covered Capabilities:

Product Management	Covered?	Desc.
Product Development	Yes	Also covered by Confluence
Product Sourcing	No	Covered by Confluence
Product Deployment	Yes	Also covered by Confluence
Product Portfolio Management	No	Covered by Confluence
Product Version Management	Yes	Also covered by Confluence
Operations Management	Yes	Also covered by Confluence

Compliance Management	Covered?	Desc.
Regulation Identification	No	Covered by GRC
Policy Setup	No	Covered by GRC
Staff Training	Yes	Also covered by Enterprise Architect and Confluence
Compliance Monitoring	No	Covered by GRC
Issue Reporting	No	Covered by GRC

HR Management	Covered?	Desc.
Acquisition	No	Covered by Workday HR
Employee Performance Management	No	Covered by Workday HR
Termination	No	Covered by Workday HR
Employee Payment Management	No	Covered by Workday HR
Employee Onboarding	Yes	Also covered by Confluence and Workday HR

IT Management	Covered?	Desc.
IT-Equipment Management	Yes	Also covered by Confluence and Synapse
IT Security	No	Covered by RabbitMQ, cmdb and GRC
Data Management	No	Also covered by cmdb and GRC
System Maintenance	No	Also covered by cmdb, GRC and Enterprise Architecture

Customer Management	Covered?	Desc.
Customer Acquisition	No	Covered by Salesforce and Power BI
Customer Service	Yes	Also covered by Salesforce
Customer Relationship Management	No	Covered by Salesforce and Power BI
Customer Contract Management	No	Covered by Salesforce and Power BI
Customer Feedback	No	Covered by Salesforce and Power BI

*Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.5 Confluence

Purpose: Confluence is a global collaboration tool where documentation pages can be created and collaborated on. As an example, the product and IT documentation is done with confluence. Relevant documents are provided to the employees of SpeedParcel through confluence.

Business Objects: Documents

Data flow: Confluence sends and receives documents to and from Jira. It receives the Business capability Map, Business Application Map and Business Object Model from Enterprise Architecture provides these as readable documents to the employees of SpeedParcel.

Covered Capabilities:

Product Management	Covered?	Desc.
Product Development	Yes	Also covered by Jira
Product Sourcing	Yes	
Product Deployment	Yes	Also covered by Jira
Product Portfolio Management	Yes	
Product Version Management	Yes	Also covered by Jira
Operations Management	Yes	Also covered by Jira

IT Management	Covered?	Desc.
IT-Equipment Management	Yes	Covered by Synapse and Jira
IT Security	Yes	Covered by RabbitMQ, cmdb and GRC
Data Management	No	Also covered by cmdb and GRC
System Maintenance	No	Also covered by cmdb, GRC and Enterprise Architecture

International Logistics Management	Covered?	Desc.
International Law Management	No	Covered by CargoWise
Import Management	No	Covered by API Gateway, CargoWise and TrackDB
Export Management	No	Covered by API Gateway, CargoWise and TrackDB

Document Management	Yes	Also covered by CargoWise
Customs Price Management	No	Covered by CargoWise

Compliance Management	Covered?	Desc.
Regulation Identification	No	Covered by GRC and CargoWise
Policy Setup	No	Covered by GRC
Staff Training	Yes	Also covered by Enterprise Architect and Jira
Compliance Monitoring	No	Covered by GRC
Issue Reporting	No	Covered by GRC

HR Management	Covered?	Desc.
Acquisition	No	Covered by Workday HR
Employee Performance Management	No	Covered by Workday HR
Termination	No	Covered by Workday HR
Employee Payment Management	No	Covered by Workday HR
Employee Onboarding	Yes	Also covered by Jira and Workday HR

**Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.*

4.3.3.6 Magento Plugin

Purpose: This plugin allows a web shop system to cover the generation and printing of domestic and X-border shipping labels as well as order fulfillment.

Business Objects: Order, TrackingEvent

Data flow: Magento Plugin receives Track Events from API Gateway, sends Transport Detail data to API Gateway, and sends order data to PandP.

Covered Capabilities:

E-Commerce Management	Covered?	Desc.
E-Commerce Integration	Yes	Also covered by API Gateway
Digital Pricing & Quotation Management	Yes	Covered by API Gateway
Customer Self-Service	Yes	Also covered by API Gateway
Online Order Management	Yes	Also covered by IBM OMS and API Gateway

Order Management	Covered?	Desc.
Order Release Management	Yes	Also covered by IBM OMS
Order Processing	Yes	Also covered by IBM OMS
Return Management	No	Covered by IBM OMS
Shipment Tracking	Yes	Also covered by API Gateway

Warehouse Management	Covered?	Desc.
Inventory Management	No	Covered by IBM OMS

Storage Planning	No	Covered by IBM OMS
Inbound Processing	Yes	Also covered by IBM OMS
Inventory Adjustment	No	Covered by IBM OMS
Dispatch Management	Yes	Also covered by IBM OMS

*Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.7 PandP

Purpose: A system for picking and packing activities, such as retrieving goods from storage and preparing them for shipment.

Business Objects: Parcel, Shipment

Data flow: It sends and receives Package Data from StatMan+. It Also receives Warehouse and order picking data from CargoWise.

Covered Capabilities:

Transport Management	Covered?	Desc.
Spot Management	No	Covered by StatMan+
Planning and Coordination	No	Covered by StatMan+ and TrackDB
Freight Management	No	Covered by StatMan+
Delivery Management	No	Covered by StatMan+ and TrackDB
Order Picking Management	Yes	Also covered by TrackDB

Sorting Center Management	Covered?	Desc.
Parcel Packaging Management	Yes	-
Parcel Sorting	Yes	Also covered by StatMan+
Inspection of Incoming Returns	No	Covered by StatMan+
Restocking	No	Covered by StatMan+

*Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.8 IBM OMS

Purpose: IBM OMS is an order management system that was already in place at SpeedParcel. It is one of the central applications as all orders go through here.

Business Objects: Order, Customer, Warehouse, Sortingcenter

Data flow: IBM OMS exchanges data with several applications. It receives transport details from API Gateway and customer, contract, and lead data from Salesforce. It also receives inventory status data from CargoWise. It sends warehouse and commission

data and inventory items to *CargoWise*. It sends Order data to *Azure Synapse* and *Woodelivery*; and payment and invoice data to *Workday FI*.

Covered Capabilities:

Order Management	Covered?	Desc.
Order Release Management	Yes	Also covered by Magento Plugin
Order Processing	Yes	Also covered by Magento Plugin
Return Management	Yes	Also covered by
Shipment Tracking	No	Covered by API Gateway and TrackDB

Warehouse Management	Covered?	Desc.
Inventory Management	Yes	Also covered by CargoWise
Storage Planning	Yes	Also covered by CargoWise
Inbound Processing	Yes	Also covered by CargoWise and Magento Plugin
Inventory Adjustment	Yes	Also covered by CargoWise
Dispatch Management	Yes	Also covered by CargoWise and Magento Plugin

E-Commerce Management	Covered?	Desc.
E-Commerce Integration	No	Also covered by Magento Plugin
Digital Pricing & Quotation Management	No	Covered by Magento Plugin
Customer Self-Service	No	Also covered by Magento Plugin
Online Order Management	Yes	Also covered by API Gateway and Magento Plugin

*Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.9 TrackDB

Purpose: This is the central tracking database for *SpeedParcel*, aggregating and managing all shipment and parcel tracking events across the logistic network. Providing real time visibility into the status and location of shipments.

Business Objects: TrackingEvent, Order, Driver, Route, Network

Data flow: TrackDB sends tracking events to *API Gateway* and *PowerBI* and international tracking data to *CargoWise*.

Covered Capabilities:

Transport Management	Covered?	Desc.
Spot Management	No	Covered by Statman+
Planning and Coordination	Yes	Also covered by Statman+
Freight Management	No	Covered by Statman+
Delivery Management	Yes	Also covered by Statman+
Order Picking Management	Yes	Also covered by PandP

Order Management	Covered?	Desc.
Order Release Management	No	Covered by IBM OMS and Magento Plugin
Order Processing	No	Covered by IBM OMS and Magento Plugin
Return Management	No	Covered by IBM OMS
Shipment Tracking	Yes	Also covered by API Gateway

International Logistics Management	Covered?	Desc.
Informatinal Law Management	No	Covered by CargoWise
Import Management	Yes	Also covered by API Gateway, CargoWise
Export Management	Yes	Also covered by API Gateway, CargoWise
Document Management	No	Covered by CargoWise and Confluence
Customs Price Management	No	Covered by CargoWise

**Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.*

4.3.3.10 StatMan+

Purpose: StatMan+ is a system for assigning domestic shipments to last-mile delivery resources. It supports the logistic operations in Transport Management and Sorting Center Management.

Business Objects: Shipment, Parcel, Warehouse, Sortingcenter

Data flow: Receives and sends package data from PandP. It also Sends shipment / customs entry data to CargoWise.

Covered Capabilities:

Transport Management	Covered?	Desc.
Spot Management	Yes	
Planning and Coordination	Yes	Also covered by TrackDB
Freight Management	Yes	
Delivery Management	Yes	Also covered by TrackDB
Order Picking Management	No	Covered by TrackDB and PandP

Sorting Center Management	Covered?	Desc.
Parcel Packaging Management	No	Covered by PandP
Parcel Sorting	Yes	Also Covered by PandP
Inspection of incoming returns	Yes	-
Restocking	Yes	-

**Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.*

4.3.3.11 AssetMan

Purpose: Asset management system. Registers and tracks vehicles, buildings and handheld scanners and depots; feeds depreciation data to Finance.

Business Objects: Vehicle, Fleet, Facility

Data flow: AssetMan sends acquisition information, depreciation data, and cost center assignment data to *Workday HR*. It also sends fleet data to *WooDelivery*.

Covered Capabilities:

Financial Management	Covered?	Desc.
Financial Account Management	No	Covered by Workday FI
Order Payment Management	No	Covered by Workday FI
Tax Management	No	Covered by Workday FI
Asset and Liability Management	Yes	Also covered by Workday FI
Financial Planning	No	Covered by Workday FI
Budget Management	No	Covered by Workday FI
Financial Reporting	No	Covered by Workday FI

Facility Management	Covered?	Desc.
Facility Acquisition	Yes	-
Facilities Utilization Management	Yes	-
Facility Relinquish Management	Yes	-

*Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.12 PowerBI

Purpose: Power BI serves as the central analytics and business intelligence platform for *SpeedParcel*. It aggregates, visualizes, and reports on data from all core operational and management systems. Power BI enables data-driven decision-making across multiple business domains by transforming raw data into actionable insights. Power BI provides dashboards and reports for monitoring KPIs, SLAs, and operational efficiency across the organization. It also delivers sales analytics, pipeline tracking, and customer segmentation, supporting both strategic and tactical sales decisions. In areas like marketing, it can help by analyzing campaign effectiveness, market trends, and customer acquisition metrics to inform marketing strategies.

Business Objects: Report, Order, Shipment, Customer, Lead, Route, Network, recipient,

Data flow: Power BI receives leads data from *Salesforce*, tracking event data from *TrackDB*, tracking event information and inventory item information from *CargoWise*, aggregated Warehouse data and order data from *Azure Synapse*, market forecast data from *Market Data*, and sends and receives reports from *WooDelivery*.

Covered Capabilities:

Customer Management	Covered?	Desc.
Customer Acquisition	Yes	Also covered by Salesforce
Customer Service	No	Covered by Jira
Customer Relationship Management	Yes	Also covered by Salesforce
Customer Contract Management	Yes	Also covered by Salesforce

Marketing Management	Covered?	Desc.
Campaign Management	Yes	Covered by Salesforce
Performance & Analytics Management	Yes	Also covered by Salesforce, Market Data, and Azure Synapse
Marketing Strategy Management	Yes	Also covered by Salesforce and Market Data

Sales Management	Covered?	Desc.
Sales Teams Assignment	No	Covered by Salesforce
Lead Management	Yes	Also covered by Salesforce
Opportunity Creation	No	Covered by Salesforce
Product Offering	No	Covered by Salesforce
Distribution Channel Management	Yes	Also covered by Salesforce

Performance Management	Covered?	Desc.
Process Analysis	Yes	Also covered by Azure Synapse and Enterprise Architect
KPI Management	Yes	Also covered by Azure Synapse and Enterprise Architect
Business Process Improvement	Yes	Also covered by Azure Synapse and Enterprise Architect
Corporate Reporting	Yes	Also covered by Azure Synapse and GRC

Route & Network Management	Covered?	Desc.
Location Planning	Yes	-
Route Planning	Yes	-
Fleet Operations	No	Covered by Woodelivery

Business Strategy Management	Covered?	Desc.
Strategy Development	Yes	Also covered by Azure Synapse
Business Strategy Communication	Yes	Also covered by Enterprise Architect
Sustainability Management	Yes	Also Covered by Enterprise Architect
Market Research	Yes	Also covered by Azure Synapse
Acquisition and Merging	No	Covered by Enterprise Architect and Azure Synapse
USP Identification	No	Covered by Enterprise Architect and Azure Synapse

*Some level 2 capabilities are covered by other applications as well. As PowerBI is such a large and powerful tool which supports in fulfilling a broad spectrum of capabilities, a large amount of overlap is to be expected and does not make any of the overlapping systems redundant.

4.3.3.13 Market Data

Purpose: Market Data is a specialized application that provides external market intelligence and industry benchmarks to *SpeedParcel*'s marketing teams. It aggregates and delivers up-to-date information on market trends, competitor activities, and customer demand patterns, supporting informed decision-making in marketing management. Market data sends data to Salesforce and Power BI.

Market Data supports things like marketing management by enabling the marketing team to identify emerging trends, assess market opportunities, and benchmark *SpeedParcel*'s performance against industry standards. This supports campaign planning, market segmentation, and the development of new service offerings.

Business Objects: SegmentOpportunity

Data flow: Market Data sends market forecasts to **Power BI** and sends segmented opportunities to **Salesforce**.

Covered Capabilities:

Marketing Management	Covered?	Desc.
Campaign Management	No	Covered by Salesforce and Power BI
Performance & Analytics Management	Yes	Also covered by Salesforce, Power BI, and Azure Synapse
Marketing Strategy Management	Yes	Also covered by Salesforce and Power BI

*Some level 2 capabilities are covered by other applications as well. However, their functionalities complement each other. All applications here have a right to exist in the application landscape.

4.3.3.14 Enterprise Architect

Purpose: This application is used to create architecture diagrams like the Business Capability Map, Business Application Map and Business Object Diagram and manage all applications within *SpeedParcel*. This application allows the authorized employees to make changes in the from us provided diagrams to keep the maps up to date after each change. The created documents also serve as an overview that can be used for training employees.

Business Objects: Documents

Data flow: Enterprise Architecture send and receive different types of models from and to Confluence.

Covered Capabilities:

Business Strategy Management	Covered?	Desc.
Strategy Development	Yes	Also covered by Azure Synapse and Power BI
Business Strategy Communication	Yes	Also covered by Power BI
Sustainability Management	Yes	Also covered by Power BI
Market Research	No	Covered by Power BI and Azure Synapse
Acquisition and Merging	Yes	Also covered by Azure Synapse
USP Identification	Yes	Also covered by Azure Synapse

IT Management	Covered?	Desc.
IT-Equipment Management	No	Covered by Confluence and Jira
IT Security	Yes	Also covered by RabbitMQ, cmdb and GRC
Data Management	Yes	Also covered by cmdb and GRC
System Maintenance	Yes	Also covered by cmdb, GRC and Synapse

Compliance Management	Covered?	Desc.
Regulation Identification	No	Covered by GRC
Policy Setup	No	Covered by GRC
Staff Training	Yes	Also Covered by Jira and Confluence
Compliance Monitoring	No	Covered by GRC
Issue Reporting	No	Covered by GRC

Performance Management	Covered?	Desc.
Process Analysis	Yes	Also covered by Azure Synapse
KPI Management	Yes	Also covered by Azure Synapse
Business Process Improvement	Yes	Also covered by Azure Synapse and Enterprise Architect
Corporate Reporting	No	Covered by Azure Synapse and Power BI

*Some level 2 capabilities are covered by other applications as well. Enterprise Architect fulfills many capabilities through its diagrams and maps. The functionality of Enterprise Architect supplements the other overlapping applications.

4.3.3.15 RabbitMQ

Purpose: This application is somewhat special within the SpeedParcel landscape because it is a message-oriented middleware (MOM) through which all data passes. This means that all data flows through this application and thus it technically enables all capabilities. In order to not have to connect it with every capability, we have the edges out of the landscape map. Again, in order to keep the landscape readable, RabbitMQ is left out, as every data flow connection would have to run through it. It is technically in the middle between each connection in the diagram.

Business Objects:

Data flow: RabbitMQ sends and receives all data that is sent between all other applications.

Covered Capabilities:

IT Management	Covered?	Desc.
IT-Equipment Management	No	Covered by Confluence and Jira
IT Security	Yes	Covered by cmdb, GRC
Data Management	No	Also covered by cmdb and GRC
System Maintenance	No	Also covered by cmdb, GRC and Enterprise Architecture

*Some level 2 capabilities are covered by other applications as well. RabbitMQ is a special application through which all data passes. This means the overlap between capabilities is not redundant, but necessary.

4.3.4 Removed Systems

The following applications are planned to be removed from SpeedParcel's application landscape. The reason for the removal is in the application's individual description. Usually, it is because the capabilities are completely covered by other applications, making it redundant, or because another, more powerful or cost-effective application has been found.

4.3.4.1 Statman

System for optimizing sorting of domestic shipments in Germany; own development and hosted in Frankfurt.

Reason for removal: All capabilities of StatMan are also covered by Statman+, while Statman+ also covers further capabilities. Statman only optimizes sorting for domestic shipments in Germany while Statman+ additionally supports last mile delivery resources in the Czech Republic and Austria.

4.3.4.2 Lead Analytics

System for managing and analysing sales leads (used in SEA and Australia only)

Reason for removal: Because it is restricted to only SEA and Australia. It can be replaced by Salesforce which is generally a more powerful application which covers more capabilities.

4.3.4.3 Marketeer

System for lead analysis and segmentation and developing sales opportunities (used in Germany and Austria) ; there is no interface between lead analytics and marketeer

Reason for removal: Because it is a redundant system to lead analytics. It is also replaced by Salesforce, as this is a more powerful application which covers more capabilities.

4.3.4.4 WHAU

Warehouse management system used in Australia and China (proprietary development from the acquired AU company)

Reason for removal: Because WHAU is restricted to Australia and China, it could be replaced by CargoWise as it more powerful and covers more capabilities.

4.3.4.5 Report Smith

Reporting solution for operations data (e.g. shipment volumes, trade lanes, station performance)

Reason for removal: Replaced by Power BI, as it is a more powerful tool which covers more capabilities.

4.3.4.6 CNCustoms

System for transmitting customs information to Chinese customs authorities; system is approved by the CN customs authorities.

Reason for removal: Replaced by a more powerful application such as CargoWise.

4.3.4.7 SAP HR

Human resource management system (SAP module); employees complain about the user interface.

Reason for removal: Complaints from employees as well as less expensive applications regarding the running costs that are available, such as Workday HR.

4.3.4.8 LMD System

Standard solution for last mile delivery to be introduced in Singapore and Hong Kong

Reason for removal: A system that is only applicable to a local region. It will be replaced by more applications such as WooDelivery and TrackDB.

4.3.4.9 WiseGuy

System for tracking X-border shipments globally; it is integrated with tracking systems of postal organizations in various countries.

Reason for removal: Replaced by more powerful and more encompassing applications such as TrackDB.

4.3.4.10 FinApp

Legacy system for financial reporting in CZ

Reason for removal: A legacy system which is restricted to a region. It will be replaced by more powerful tools such as Workday FI and Power BI.

4.3.4.11 MTS

Mail terminal system used in SEA and China

Reason for removal: Unnecessary system, as snail-mail which is only applicable in SEA and China is not part of the holistic strategy. Replaced by CargoWise.

4.3.4.12 SAP FI

Financial accounting used in Europe (SAP module), employees complain about the user interface.

Reason for removal: Complaints from employees as well less expensive applications regarding the running costs such as Workday FI.

4.3.4.13 SAP Extended Warehouse Management

It manages inventory, storage locations, inbound and outbound goods movements, and warehouse resource allocation. (SAP module)

Reason for removal: Replaced by more CargoWise as it more powerful and covers more capabilities.

4.3.4.14 Payroll

System for payroll management in SEA

Reason for removal: Replaced by more powerful applications such as Workday FI and Workday HR.

4.3.4.15 BusMan

Legacy system for general business functions like HR and Finance in AU

Reason for removal: A legacy system that is replaced by other HR tools that cover more capabilities.

4.3.4.16 WordPress

Content management system: there is no dedicated staff available for administration and customization.

Reason for removal: Because of the lack of staff available. All applications and software development will be managed by an external company rather than in-house.

4.3.4.17 CustARD

Customer analytics and retention database used in Australia.

Reason for removal: Replaced by Power BI as it covers more capabilities and is not restricted to Australia.

4.3.4.18 Access

Legacy system from the company acquired in Australia used for local operations.

Reason for removal: A legacy system that was only used in local operations.

5 Change and Cost Analysis

SpeedParcel's target application landscape was designed under three hard constraints set by the CEO: (1) a transformation budget of € 7.8 million, (2) run-cost savings of at least 25 percent, and (3) full coverage of every business capability identified in the BCM. This chapter translates the architectural choices made in Chapter 4 into concrete financials. Using the cost model provided in the case brief, € 380 k + € 40 k per data flow to introduce a system and € 180 k + € 25 k per flow to retire one, we first catalogue the applications that will be kept, removed, or added (Section 5.1). We then compare the resulting capital spend with the available budget (Section 5.2) and quantify the permanent reduction in annual operating cost (Section 5.3). All underlying calculations are traceable in the appended Excel file, ensuring that the financial rationale for the to-be architecture is transparent and auditable.

5.1 Annual Run-Cost Impact

Action	# Apps	Total Running Costs
Keep	15	2,996,000.00 €
Decommission*	17	3,042,000.00 €
Add	6	1,519,838.00 €

Table 1: Total Running Costs for Applications

*Decommission refers to the removal of those systems that were present in the as-is application list, not in the ideal application landscape

The to-be landscape contains at the end 21 applications: 15 are retained with some structural change, 17 are retired, and 6 are newly introduced. Retained systems, such as IBM OMS, Salesforce and Jira, either deliver coverage for many capabilities or would be disproportionately costly to replace. The seventeen decommissioned systems fall into two groups:

(1) functionally redundant point-solutions (e.g. Lead Analytics, WiseGuy, CNCustoms) that are fully absorbed by Power BI, TrackDB or CargoWise, (2) legacy ERP modules (SAP FI / HR, Payroll) superseded by the Workday platform.

Finally, six strategic additions, WooDelivery, CargoWise, Azure Synapse, GRC Suite, Workday FI and Workday HR, close the capability gaps identified in the Business Support

Matrix and align the stack with SpeedParcel’s “Uber-like” growth strategy. As we can see in *Table 1: Total Running Costs for Applications* financially, the catalogue removes € 3.04 m in annual running costs and adds back € 1.52 m, while the retained estate continues to cost € 2.99 m.

The new steady-state run cost is therefore € 4.52 m, down from € 6.04 m, a net saving of € 1.52 m or **25.2%**. The aggregate numbers and their provenance are summarized in Figure 5: Waterfall Diagram for Annual Running Costs

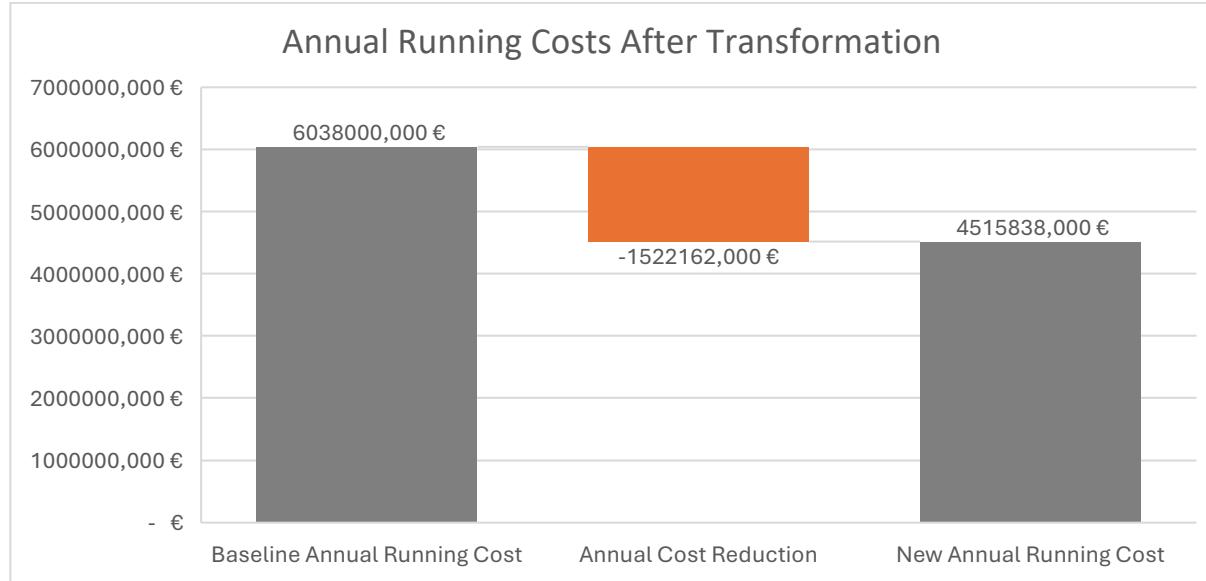


Figure 5: Waterfall Diagram for Annual Running Costs

5.2 Transformation Costs versus € 7.8 m Ceiling

Capital expenditure is calculated strictly according to the CEO-defined costs: € 380k for each new system + € 40k per inbound or outbound data flow, € 180k for each decommission + € 25 k per disconnected flow. Applying these rates to the change catalogue, a one-off CAPEX of **€ 3.94 m** for decommissioning and **€ 3.28 m** for introductions is produced, totaling **€ 7.21 m** (see Figure 76: Waterfall Diagram for Transformation Budget). This consumes 92 % of the authorized € 7.8m budget and leaves a contingency of € 0.59 m for unforeseen interface work or license increments. The waterfall chart makes the story explicit: starting from the full budget, successive orange bars record spends for decommissioning and introductions, while the grey “Budget Remaining” bar confirms that the project stays inside the pre-defined ceiling.

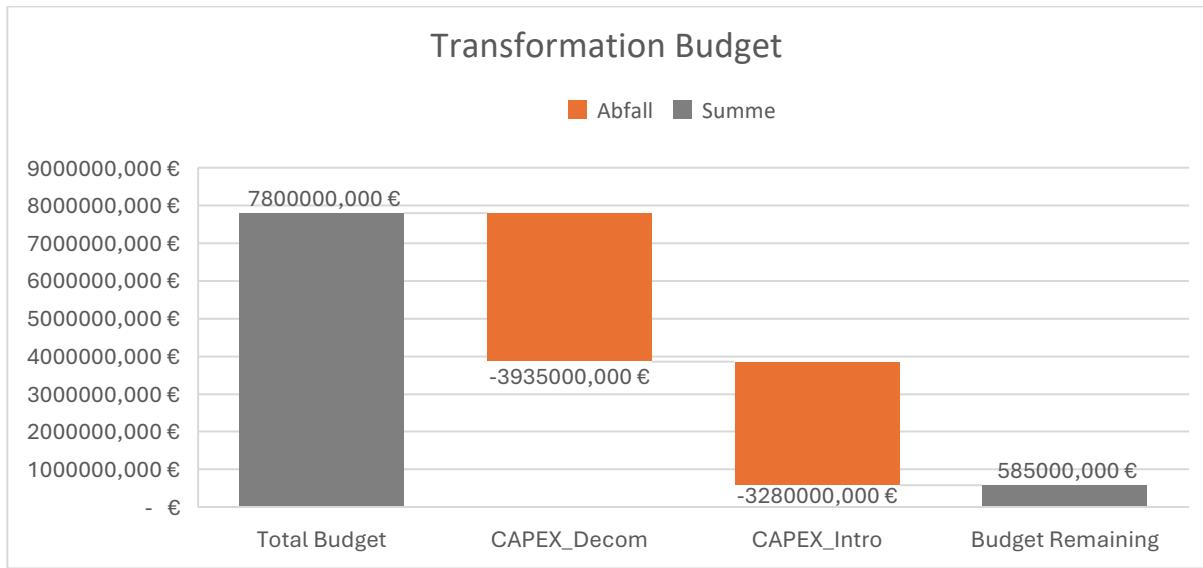


Figure 76: Waterfall Diagram for Transformation Budget

6 Summary and Next Steps

As described above, the goal of saving 25% run costs within the budget of €7.8 million while covering all capabilities has been achieved. This was done by breaking down the necessary capabilities within *SpeedParcel*, mapping applications to these capabilities to determine how much coverage is in place, and then improving the application landscape from there.

On paper, the digital transformation has been solved. However, implementing these changes will be a project of its own. Commissioning and decommissioning applications is not as easy as cancelling the active subscription for it. Data may need to be migrated, staff may need to be retrained, business processes may need to be restructured, etc. It requires a whole change process to implement this plan. Conducting these changes will be the next step for *SpeedParcel* in order to achieve their business goals.

7 References

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