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Enterprise**

**SAP**

# **Leverage data-driven value with real-time insights**

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with HPE and SAP.





Dear reader,

The digital economy is evolving at an astounding pace. Since the last century, new, disruptive technologies have profoundly changed the business landscape. Innovations like the Internet of Things, Cloud and Big Data are rapidly expanding the possibilities of organizations today. And at the foundation of these new technologies lies a single force: data.

In the data-driven economy of the 21st century, companies trust on their data to flow freely from the edge to the cloud. They need to unlock the value of data exactly when and where they need it. But this new vision also holds challenges. Organizations today struggle with the barriers of complexity and the inability to leverage value trapped inside their data.

To tackle these fundamental challenges, HPE teamed up with SAP, the market leader in enterprise application software, helping companies of all sizes and in all industries to run at their best. By unlocking the power of industry-leading software and hardware, our strong partnership enables companies to create an integrated digital core that connects all their data, employees and processes at all levels. Using our innovative solutions, companies establish a single source of truth and gain the real-time insight to respond quickly to new business opportunities.

But what does the data-driven IT infrastructure of the future look like? In this leaflet, we gathered five successful digital transformation stories featuring SAP and HPE. Dive into our compelling customer cases and find out how SAP-optimized solutions and a commitment to innovation can help achieve a successful transformation into an intelligent enterprise.

Arie den Boer  
Alliance Business Manager  
Hewlett Packard Enterprise

Marc de Nies  
Alliance Manager  
SAP Nederland BV

*“The question is: what is our vision of the enterprise of the future? We believe the enterprise of the future will be edge centric, cloud enabled and data driven. Those that can act with speed and agility on that continuous stream of insight and knowledge will win.”*

*- Antonio Neri,  
CEO Hewlett Packard Enterprise*



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# 1. “The end of HPE’s digital transformation is the beginning of the future.”

HPE | Dave Carlisle, CTO of IT | SAP S/4 HANA

HPE is an SAP HANA customer, too, and we run one of SAP’s largest environments, with nearly 50 TB in production and the world’s largest instance of SAP S/4HANA 1709 Central Finance. As an SAP user, we have unique insights into the possibilities of the world’s smartest business processing technology.



Hewlett Packard Enterprise (HPE) delivers cutting-edge technology infrastructure, software and services for companies worldwide. With servers, storage and network systems, HPE provides customer with a strong IT foundation. After the

split-off from parent company Hewlett Packard in 2015 and a settling-in period to get acquainted with the newest ERP system from SAP, the time has come for the real deal: the switchover of the entire IT landscape to SAP S4/HANA.



Hewlett Packard Enterprise has been an independent organization since 2015. That year, Hewlett Packard split into two companies: HPE and HP Inc. While the latter mainly focuses on the printer market, HPE has maintained a strong position in technology infrastructure. Currently, HPE ships around five servers and seven network devices every minute and processes seven terabytes of storage every minute. And that goes on 24/7. To keep the supply chain and all the associated business processes running smoothly, HPE has been working together with SAP for some time. "Our entire operational and transactional ecosystem runs on SAP," says Dave Carlisle, Chief Technologist of IT at HPE. "From corporate finance to product order management and the supply chain. Our entire SAP landscape is very hybridized: we use a mix of traditional ERP hosted on a private cloud in combination with SaaS solutions."

After the split-off from Hewlett Packard, HPE needed to become an independent organization as quickly as possible. Carlisle: "We wanted to achieve as much physical separation as possible from day one. That is why we cloned HP's existing ERP system. That way, HPE and HP Inc. could quickly go their own way." But HP's ERP system had different, much more extensive functionalities than what HPE needed. "Fortunately, we had already made plans for a digital transformation before the split-off. That made it easier for us to think about restructuring and simplifying our IT landscape, so it fits the needs of HPE's new and smaller organization."

In order to let go of the cloned ERP system and create a completely tailored IT environment, digital

transformation was necessary. Given HP's extensive history with SAP, the move to SAP S/4HANA was simply logical. But a successful digital transformation hinges on the right preparation. "Long before SAP S/4HANA was officially launched by SAP, we had already gotten to know the ERP system," says Carlisle. "First, we wanted to gain sufficient experience with HANA before we took on our ERP system. After all, we're talking about the digital transformation of our most critical system. In that phase, we transferred SAP BC and BW, so that working with HANA started to feel comfortable." We also did tests with use cases. "We sent copies of our environment to SAP because we wanted to test our use cases on HANA. That was the best way to get an idea of how the system responds to our daily business processes. We did everything to get as much control over the transformation as possible, since if things go wrong, it's catastrophic."

In order to redefine HPE as an organization and to transform the business processes, HPE opted for a Greenfield implementation. "A blank slate is the best way to prepare the organization for the processes that the future has to offer." The transformation is now in full swing. "Our aim is to be ready in two and a half years. Challenging, since many organizations take three to five years to implement a new SAP system. In addition to speed, another big advantage of this implementation is simplifying IT. That is why we carefully make strategic choices: What do we want to invest in? Where is customization required? While making these decisions, we ask ourselves whether transforming a certain process will make a difference for our customers or our partners. If that's not the case, then we won't do it. We focus on the processes





that really matter.” Another important component of the SAP S/4HANA implementation is improving the customer experience for both our customers and our partners. “We want a modern e-commerce experience so that we can differentiate ourselves even further from the competition.”

HPE’s digital transformation is still ongoing. Nevertheless, Carlisle has got plenty of advice for other CTOs who want to lead a similar transformation. “Get sufficient support from your management. For a change with so much impact, you always encounter bumps. It’s key to have enough support to overcome those barriers. In addition, keep a close eye on the time-to-value by meticulously sticking

to your time schedule. And related to that: let go of the idea that everything must be perfect. Digital transformation is a new foundation for your company; that is the first step. From that point onwards, you can further develop your business. And finally, make sure you guide your employees through the transformation. Some of our employees have been working in the same way for twenty years. Now, that is completely changing. And we have to support them.”

With a successful SAP S/4HANA implementation on the horizon, the question arises as to what the future holds for HPE? “We want to further develop the intelligent data platform that we are now realizing. The platform provides us with real-time information

about what is happening within the organization, so we can improve our daily operations. And with this data, we can also start working with new functionalities like advanced analytics and artificial intelligence. This platform is the foundation for accelerating business processes, innovating more quickly and quickly developing new business models. Many people deem the implementation of SAP S/4HANA as an ending point. But actually, it’s the starting point for everything that the future will bring.”



## 2. Sharing data based on trust

**INNOPAY** | Douwe Lycklama, founding partner

**SAP Nederland** | Serge Segboer, solution manager

**HPE** | Arie den Boer, alliance manager

A network economy lives on data. However, when there's a lack of trust, the data cannot flow freely through networks. With iSHARE, organizations keep control of their data at all times, allowing them to share data with confidence. As a result, this set of agreements forms a foundation for sharing data regardless of whether it is located in files, databases or distributed ledgers (blockchains).



In 2016, the Netherlands' Logistic Top Sector initiated an innovative project. Dozens of public-sector and private-sector partners within the Dutch transport and logistics sector developed a uniform

set of agreements for identification, authentication and authorization. Thanks to iSHARE, data sharing within the logistics industry is now simplified, safe and controlled.

Data is the new oil. Or better still, the lubricant of the network economy. The more data that is being shared, the smoother the performance of the entire network. Despite the benefits of sharing information, many organizations are reluctant to send their data to parties they do not know or barely know. How can they be sure that a party is reliable? And how can they retain control of the data to be shared?

## Sharing data in a controlled way

iSHARE offers a solution. An initiative of the Dutch logistics sector, iSHARE is an set of agreements that allows data to be shared in a uniform, easy and controlled manner. Thanks to these agreements, organizations can reliably determine the identity and authenticity of parties requesting access to their data, in a fully automated manner. They can then decide for themselves which data these parties will be able to access. “iSHARE is invaluable. Especially in networks in which there is a lack of trust between the partners, for example because they don’t know each other. iSHARE allows organizations to find out who these partners are and decide what they can and cannot see,” says Serge Segboer, solution manager at SAP Nederland for the public sector.

SAP believes in iSHARE. The market leader in business software is closely following developments, not just in the Netherlands, but all over Europe. Segboer is particularly pleased with the fact that iSHARE allows organizations to strengthen their legal position. After all, parties that wish to share data in accordance with the agreement system must first enter into an agreement with the iSHARE

Foundation that monitors compliance. If one party participating in the iSHARE agreement system acts in violation of iSHARE’s general terms and conditions and demonstrably causes harm to another party as a result, this party may still be held liable even though they have no direct contractual relationship with each other. “The way in which iSHARE creates multilateral trust is indeed unique. Anyone who incorporates iSHARE into their network can be sure that everything is well organised ‘trustwise,’” agrees Douwe Lycklama, partner at INNOPAY and driving force behind iSHARE.

## Earning money with data

SAP wants to play an important role in the adoption of iSHARE. First of all, SAP has a state-of-the-art API management platform. Companies can effectively connect to network partners and start sharing data using this platform. If the data is available faster and more accurately, companies can operate more efficiently. Companies can also respond more quickly to events and create new revenue models, allowing them to make money from the data they share. SAP partner Rojo Consultancy has now developed an iSHARE adapter for this platform. As a result, companies can quickly and easily make their own SAP environment suitable for working with iSHARE. No drastic adaptations to existing systems and connections are required. “We also have a wide range of industry standards: standard solutions for specific sectors, of which sharing data with partners in the sector forms part. By incorporating iSHARE, we can simplify and accelerate the adoption of the agreement system. One example of such a sector is logistics, but iSHARE offers opportunities for every sector in which





data sharing is crucial,” says Segboer.

With iSHARE as the foundation, new data revenue models become possible. Companies are perfectly willing to pay to pick up valuable or perishable goods sooner. To achieve this, you need to be able to price flexibly and handle micro-payments. Combined with SAP’s billing solution (BRIM), companies can actually make money with their data.

## **First step towards blockchain**

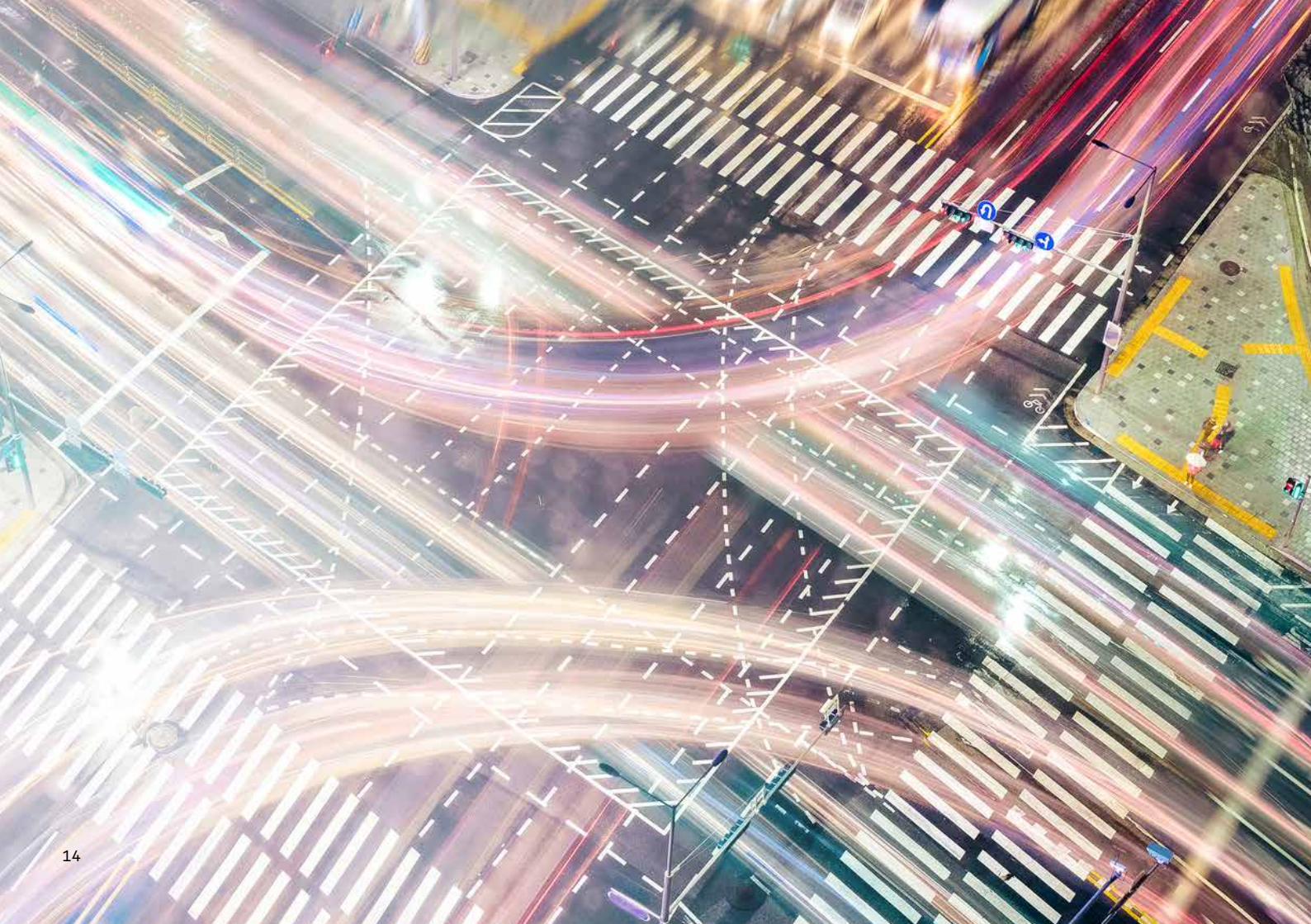
Over the years, all kinds of partnerships have emerged that share data in the most comprehensive, complicated and unique ways. This is facilitated by EDI systems and APIs. Recently, various consortia have emerged that use blockchain technology to share data and often automate agreements through smart contracts. “In all these situations, the iSHARE agreement system makes it easier to attract new parties and scale up,” says Segboer, the point of contact for blockchain at SAP Nederland.

Lycklama adds: “Currently, many blockchains start out as a pilot initiative by a limited number of parties who trust each other. Ultimately, however, it is important to scale up and add new, previously unknown parties. In this case, an agreement system creates the necessary trust.”

## **Blockchain-in-a-box**

Hewlett Packard Enterprise is also pleased to play an important role in the adoption of iSHARE. For example, HPE provides infrastructure products and services for SAP API management and blockchain environments. This enables data storage, data processing and data transport with the desired service levels of a complete technology stack. “Together with our partners Tymlez and SUSE, we developed a complete solution: blockchain-in-a-box. With iSHARE Implementation Partner Rojo Consultancy, we are investigating the possibility of a specific iSHARE accelerator for this blockchain platform,” says alliance manager Arie den Boer from HPE, adding that HPE has been working intensively with iSHARE for over a year and has recently started various projects as a community partner.

iSHARE is now starting to take hold in the Netherlands. The government has explicitly cited iSHARE as an example in its vision of data sharing between companies. However, the network economy is a global economy. Data sharing does not stop at the Dutch border. In Brussels, more attention is being paid to the importance of agreement systems for data sharing. “iSHARE creates the conditions required for controlled data sharing,” says Den Boer. “With iSHARE, the Netherlands aims to lead the way in Europe and beyond. With our partnerships and networks, we are happy to contribute to this aim.”



### 3. Urenco enhances digital strategy with SAP S/4HANA

Urenco | Menno Vlietstra, Chief Information Officer

SAP solutions play a central role in URanium ENrichment COmpany Urenco's digital strategy. The supplier is gradually switching to SAP S/4HANA. What is the ultimate aim? The complete automation and robotization of all processes with SAP S/4HANA.

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Urenco is a nuclear fuel company that provides safe, cost effective and reliable uranium enrichment services. As a global company dedicated to social responsibility, they operate within a framework

of high environmental and corporate governance standards. To further innovate their business and practices, they rely on digital transformation supported by SAP and HPE.



Nuclear power stations all over the world use enriched uranium from Urenco's plants to produce nuclear energy. The URanium ENrichment COmpany is active in the US, the UK, the Netherlands and Germany. Urenco is a commercial company owned by the Dutch and British governments, and two German energy companies. For almost fifty years, this provider of nuclear services technology has set the tone for the production of enriched uranium worldwide.

The company continues to lead the way. Continuing to be a global leader, further optimizing operations and rolling out new services for the nuclear industry are key strategic pillars of Urenco's current and future success. SAP plays a significant role here. "Over the past ten years, we have used a single SAP instance for our commercial functions and our four factories in the

Netherlands, the UK, the US and Germany," says Menno Vlietstra, CIO of Urenco.

### **Business in the driver's seat**

Vlietstra: "SAP is our System of Record, and is increasingly becoming our System of Innovation and our System of Differentiation." In Urenco's IT developments, it is not the IT department that occupies the driver's seat, but the business itself. "Business is in the driver's seat", says Vlietstra. "The role of the business in IT management is only becoming more important."

The digital strategy has three main streams: Smart Plant, Intelligent Enterprise and Digital Workplace. Vlietstra: "Smart Plant is all about the optimization of

our plants. This includes intelligent machine control via SAP Manufacturing Integration and Intelligence. However, it also involves maintenance processes that are supported on a mobile basis and design drawings that are available anytime, anywhere."

Among other things, the Intelligent Enterprise flow focuses on the integration of Business Analytics into day-to-day operations. Vlietstra: "We wish to gain a better understanding of our costs and assets. Business Analytics gives us much better insights into the effects of saving measures in areas such as energy, water and waste, for example. This improves our decision-making." Asset Lifecycle Management is also an important part of this flow. Vlietstra: "We are developing a factory and the associated equipment. We build our machines, put them into production,



manage them and ultimately dispose of them. It is therefore crucial for our Asset Lifecycle Management to be very well organized.”

This also applies to the (legally required) tracking & tracing of enriched uranium leaving Urenco’s production sites and during transportation. Thanks to comprehensive uranium accounting in SAP, Vlietstra and his colleagues can accurately indicate where the uranium is located at any given time. This is a requirement in international non-proliferation treaties. SAP also plays a role in the third flow, Digital Workplace, particularly in terms of workflows.

Urenco’s HR processes are supported by SAP SuccessFactors.

## Super secure

Although Urenco has the necessary SAP knowledge in-house, it also works closely with DXC Technology. DXC was formed in 2017 from the merger between CSC and the Enterprise Services branch of Hewlett Packard Enterprise. Meanwhile, this relatively young multinational is helping over 6,000 customers in more than 70 countries with their digital transformation. DXC supports Urenco’s gradual SAP implementation and provides various forms of support. Accommodating SAP directly with hyperscalers such as Amazon is not an option because SAP is at the heart of Urenco’s operations. “Our security won’t allow it,” says Vlietstra. “Urenco is a special company. The centrifuges we work with are state secret. And that means our SAP must be super secure. Currently, we are even talking with DXC about streamlining the security of our SAP operation.”

## Switching to SAP S/4HANA

Urenco is committed to SAP S/4HANA, SAP’s latest ERP product. Why? It doesn’t take Vlietstra long to explain. “An important reason for this decision is the advanced functionality in the field of Smart Plant and Intelligent Enterprise. These areas are much better supported by the new SAP S/4HANA.”

Urenco is switching to S/4 in two steps. “First of all, we’re moving everything to HANA. Then we’re gradually changing over to SAP S/4HANA. However, at this point, we are already investigating whether we can bring our separate Business Unit Stable Isotopes activities directly into SAP S/4HANA. We may already move to modules like Global Trade Management and Track and Trace too.”

The choice of SAP’s new solutions is also a choice in favour of standard offerings. “We want as many standard solutions as possible,” confirms Vlietstra. “In the area of Uranium Accounting, for example, we are replacing old-fashioned bespoke development with new standard SAP applications.”

## Innovative impact

The switch to HANA and SAP S/4HANA has a major impact on the way in which Urenco operates. Mobile applications such as SAP Mobile Plant clearly show how great the innovative impact of Urenco’s digital transformation can be. “Our people will soon enter the factory with mobile applications that communicate with our systems via a 5G connection,” says Vlietstra. “We can also see opportunities to further improve our uranium accounting activities by using blockchain technology. This includes Supply Chain Security, Tracking & Tracing and Batch Management.” Investments in SAP make up a big part of the IT investment budget. “The business benefits are clear,” says Vlietstra. “Ultimately, all our processes must be further automated and robotized so that we can operate as efficiently as possible. That’s why we are making these kinds of investments. For me, it’s purely a cost-benefit matter.”

*“The role of the business in IT management is only becoming more important. Business is in the driver’s seat.”*

*- Menno Vlietstra, CIO Urenco*



## 4. “We are the best practice”

**Leaseweb** | Svenja de Vos, Chief Technology Officer

Hosting provider Leaseweb provides a reliable foundation for numerous sites, services and solutions worldwide. From servers, cloud and web hosting to content delivery networks and cybersecurity, Leaseweb has it all and offers endless configuration options within its range. Initially, this complexity was managed with a self-built system. To allow for further growth, however, the company has since opted for SAP in combination with HPE hardware.



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100GE  
Uplinks



Leaseweb was founded more than two decades ago by two pilots. Initially, the company started with just one server in a bedroom. Leaseweb now has tens of thousands of servers in nineteen data centres all over the world. “We are very good at Infrastructure as a Service,” says CTO Svenja de Vos, explaining Leaseweb’s success. “This is because our founders come from the aviation sector. Everything is implemented in duplicate. Everything is double-checked. We never work based on assumptions, we only focus on facts.” As Chief Technology Officer, De Vos is responsible for Leaseweb’s technical vision, stimulating innovation and scaling up the Leaseweb technology.

Leaseweb technology is an important spearhead. The company has automated almost everything. Also, any server or service requested by a client can be configured in detail. “Typical Leaseweb clients are tech-savvy companies such as TOPdesk, Kelkoo and Copernica. SAP partners such as delaware use our reliable global infrastructure to host SAP S/4HANA, among other things. Our clients are ‘Born on the Internet’, they know what they need and they are genuinely looking for the level of configuration and personal support that we can provide.”

Leaseweb grew fast. To manage this explosive growth and ensure smooth business processes, the company used a self-developed solution. Some of these systems are now as old as the company itself. “So we could continue to grow in a healthy way,” says De Vos, “we wanted to become even more fact-based and steer even more accurately based on data. We also wanted to be able to implement process thinking still further. Our self-built solution was no longer sufficient.”

## First time right

After a careful selection process, Leaseweb opted for a combination of SAP ECC and SAP Service Cloud for all business processes. The combination of SAP ERP Central Component and the Service Cloud makes the entire process from configuration to invoicing much more streamlined. Svenja: “At the beginning of the process, our customers put their product together. At that stage, you’re dealing with a tremendous amount of dependencies. If someone orders a server with configurations that are not technically possible, the system must immediately indicate this.” If this does not happen, the process will grind to a halt at the very end as the company will need to deliver something that cannot be achieved at all or can only be achieved with great difficulty. It is therefore very useful if the system can immediately indicate the possible choices during the ordering process on the basis of logical rules. This makes it much easier to think along with the customer and reduces the number of errors. ‘First time right’ is the starting point. “The primary processes remain the same. Since the underlying structures are becoming much ‘harder’, less time-consuming specials and exotic combinations are created and the turnaround time of the entire process will be shorter.”

## Project One

For De Vos, the transition to SAP is not primarily an IT project. “We regard this as an extremely important business project. That’s why it’s called Project One.” Project One is being implemented based on agile methods. “Working in short cycles, collaborating easily,



adding new functionality every two weeks; that's how I like to work."

Leaseweb chose to host the SAP systems itself. "When it comes to uptime, latency, stability and support, we perform better than any other public cloud. It simply isn't an option for us to put something in the cloud with a hyperscaler; we want to know exactly where our data is. We host our systems on HPE hardware. The result is an outstanding stable platform."

Leaseweb also chose to carry out the implementation itself after less favourable experiences with an SAP partner, with additional support from partners such as itelligence, delaware and Acorel. This proved

quite a challenge, especially since Leaseweb did not wish to develop custom solutions. As many aspects as possible needed to be solved with standard SAP. In such cases, many organizations can rely on the numerous best practices that SAP provides as standard. That didn't really apply in Leaseweb's case. "There are no best practices for hosting companies that we can fall back on," says De Vos. "We are the first hosting company in the world to implement SAP. We are the best practice. We freed up people for this project and brought in consultants. There are business process owners, people for the technical process, builders, project managers; all smart people in the right places. We're genuinely doing it together." Although Leaseweb's brand-new SAP ECC

environment uses HANA databases, the company has not yet switched to SAP S/4HANA, the latest ERP variant of SAP. "When we started this project, there was no SAP S/4HANA at all. Ultimately, we will also make the switch as ECC will soon no longer be maintained."

The German branch of Leaseweb was the first to go live. "It was great to start with a clear group of users." De Vos thought it was a fantastic experience. "The user group were very enthusiastic. They thought along with us, cooperated and saw their ideas come to life. The system got better and better as a result. After that, they became the best ambassadors for Project One."



## 5. Agrifirm's digital transformation begins with a single version of the truth

**Agrifirm** | Lex Breed, Group Information Management Director

Koninklijke Agrifirm is switching from an outdated and fragmented system landscape to a single central business system. Agrifirm can now build their business on a single version of the truth. This digital transformation enables the cooperative to operate more efficiently and provide an even better service to its affiliated livestock farmers and growers.



Koninklijke Agrifirm is a cooperative with over 10,000 affiliated livestock farmers and growers. The organization helps its members to make the

most of their agricultural business by sharing knowledge and expertise and representing the interests of affiliated farmers.



The cooperative is one of the largest producers of animal feed in Europe and distributes products like seeds, crop protection products and fertilisers. The organization has over 3,000 employees – including 600 consultants – and has offices and production sites in the Netherlands and Belgium, as well as branches in countries such as Hungary, Poland, China, Uruguay and Brazil. Approximately 65% of its turnover is generated in the Netherlands and Belgium.

### **Small margins, huge volumes**

Agrifirm is doing well. In 2015, the cooperative recorded a profit of more than 78 million euros. Nevertheless, Agrifirm's IT systems were beginning to buckle under the strain. Lex Breed is the Group Information Management Director of Agrifirm. "There is only a very small margin on the products we sell. At the same time, we sell huge volumes. Colleagues joke that the route taken by a truck determines whether a load makes a profit or a loss." A high-performing IT environment was therefore crucial. A streamlined IT environment is essential to respond to innovative developments such as precision farming. This kind of system can also help Agrifirm to serve its members even more effectively based on all the available data.

However, the company was a long way from this point. Agrifirm's IT environment remained firmly stuck in the 20th century. Its digital backbone consisted of four large SAP instances: two in the Netherlands, one in Poland and one in Hungary. The foundation of this landscape was over twenty years old and full of custom solutions. Breed: "Even changing a logo was dramatic because you had to change it in eighty



documents.” Some countries also had their own local ERP systems, mostly inherited from mergers and acquisitions. “Agrifirm was organized in a very decentralized way, including the IT environment”, says Breed. “Each business unit had its own software, its own suppliers, its own infrastructure and even its own email systems. If I wanted to email a colleague in Belgium, I had to call him first to ask what his email address was.” Also, the thin client workstations were rather unstable, meaning that employees sat there twiddling their thumbs several times a week as they could not access the applications in their digital workstation. “In terms of IT, we were actually in a very bad position.”

## Digital transformation

In recent years, Agrifirm has made efficient changes in this area. Firstly, clear infrastructure choices were made and everything was moved to the cloud. Agrifirm said goodbye to thin clients and started working with Office365. Applications are hosted from the Microsoft Azure cloud. To put an end to the fragmented system landscape and initiate the digital transformation with verve, Agrifirm opted for a full re-implementation of SAP. “We decided to create a template that would combine the knowledge of all the companies, full of best practices. A template that could be used all over the world,” says Breed. The choice for SAP was obvious. “We were overwhelmed with SAP licences. SAP had a good offer for making a gradual transition to SAP S/4HANA. By choosing SAP S/4HANA, we were able to take a big step forward in one go.” Agrifirm opted for on-premise installation: “We had very good experiences with



Autonomic as the SAP technical partner who assisted us in this process. When we decided to implement SAP S/4HANA, there were still no cloud vendors certified by SAP. In addition, our key stakeholders were still worried about putting ERP in the cloud.”

## Standard solutions

Agrifirm explicitly chose to use the standard best practices available in SAP S/4HANA wherever possible. With just a few exceptions, Agrifirm is completely switching over to standard processes. Where necessary, people in the organization will work differently. Breed: “The use of standard SAP and built-in best practices was always the starting point. We only used custom solutions when it was really necessary. We started this process in 2016 and took a relatively long time

to develop our joint template, mainly because it took quite some time to gather all the knowledge from our branches. We implemented the template in the summer of 2018 at three factories in Hungary. In 2019, the big switch followed in Belgium and then (in various phases) in the Netherlands. In the long term, around a thousand people all over the world will be working with this system.”

In collaboration with a hosting company, there is an exact copy of the system in a remote data centre. This ensures the continuity of business operations in the event of an emergency. Meanwhile, Agrifirm now has an SAP S/4HANA variant that runs in the cloud. “We have SAP S/4HANA installed on Microsoft’s Azure cloud platform. Among other things, we use this environment to try out new, innovative concepts and to quickly set up a Proof of Concept.”





## Data migration while retaining history

Migrating data from the old systems to the new environment was another story. "Agrifirm consists of two main companies: Agrifirm Feed and Agrifirm Plant. Although both companies often deliver their products and services to the same customers, they each had their own business system until the implementation of SAP S/4HANA. The structure of the master data in both systems was also very different. We wanted to solve this by leaving the past behind and setting things up in a bright new way within S4. Creating a temporary link between the new and the master data in the two old underlying SAP systems allowed us to ensure that no history was lost." That was a big ask. Agrifirm also supplies all kinds of information back to its affiliated farmers. For example, this includes the data they need for their mineral accounting. This information must be available at all times.

For the implementation, Agrifirm worked closely with various partners including Capgemini. Specialist parties tackled the design of specific subsystems such as Transport Management, Financial Supply Chain Management and Business Process Management. Agrifirm's architects designed the structures. Lex Breed put his previous experience of complex projects at AkzoNobel to good use during the implementation. As at AkzoNobel, he opted for a project approach in which various agile teams were responsible for the many choices that had to be made in individual functional silos such as finance, purchasing and manufacturing. Each team was managed by a business process lead, supported by specialists such as an architect and consultants. In turn, these individual teams fell under an umbrella project leader and a steering committee including the CEO and CFO. Reference teams with employees from the various business units ensured the much-needed local coordination.

## Insights

The implementation of SAP S/4HANA allows Agrifirm to build on significantly more streamlined processes and a single, reliable version of the truth. "We wanted to improve our performance. However, we also exist to improve our clients' results. To do this, you must first gain clear insights into their performance. Thanks to SAP S/4HANA, we are getting better and better at doing this. To give you an example, we know exactly what we send to clients and get data back from slaughterhouses and dairy companies. By making the right correlations, we can clearly establish what we are doing for our clients and members."

## Take the next step in the digital economy

If you're ready to truly leverage the power of data —taking an important step toward becoming a digital organization—HPE and SAP® are ready to help. By delivering simplified, innovative solutions that target the real-world challenges created by today's digital economy, HPE and SAP can propel your organization further, faster.

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