

# Florida Crystals Cloud Journey

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ASUG Florida Chapter Meeting – February 23, 2024

# Florida Crystals & American Sugar Refining

## Vertically-Integrated From Farm to Table

### Sugarcane Farming & Milling



- One of largest sugarcane farming groups globally
- 2 sugar mills + 4 affiliate-owned mills
- Sugarcane crushing capacity p.a. - 2.5 MMT + 12.65 MMT by affiliates
- Energy from biomass p.a. - 240,000 MWhr + 500,000 by affiliates

### Sugar Refining



- #1 global cane sugar refiner
- 9 refineries + 2 affiliate-owned refineries
- Sugar refining capacity p.a. - 5.7 MMT + 570,000 MMT by affiliates

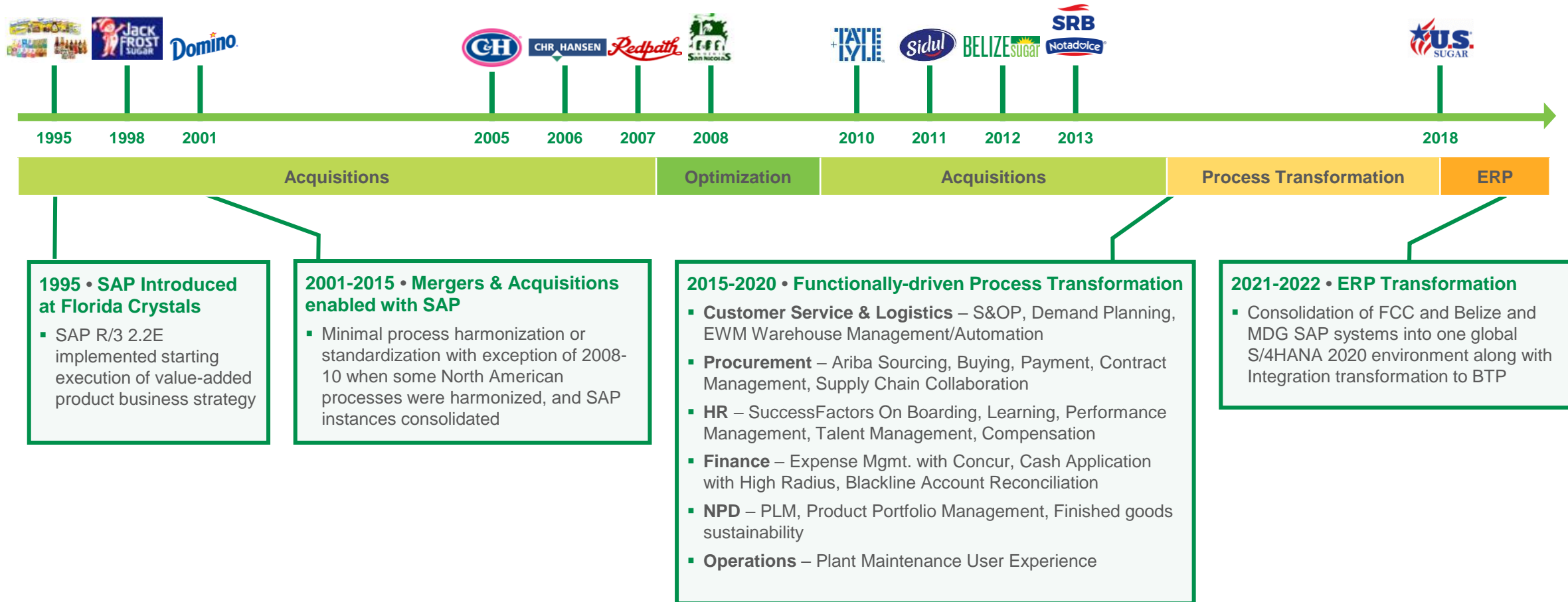
### Packaging & Distribution



- Leading marketer and distributor of packaged sweeteners globally
- Manage 50+ facilities throughout the Americas and Europe

# Florida Crystals & SAP: 25-Year Partnership of Growth

After many years of M&A and technical upgrades, recent focus and investment has been on transformation



# Florida Crystals Cloud Journey

*Movement to cloud for Enterprise systems to drive simplicity, efficiency, and adoption*



First Enterprise SAP to Cloud	First Suite on HANA	First S/4FINANCE for HANA	S/4HANA Public Cloud	S/4HANA 1709	Ariba Source to Pay	Cloud Platform Enterprise Agreement	S/4HANA 2020 on AWS
<ul style="list-style-type: none"> <li>Hosted, managed data center</li> <li>Hosted, managed enterprise SAP systems</li> </ul>	<ul style="list-style-type: none"> <li>BW on HANA</li> <li>SAP ECC on HANA</li> </ul>	<ul style="list-style-type: none"> <li>S/4 Finance HANA 1503</li> <li>SAP Business Objects Cloud</li> <li>SAP S&amp;OP IBP</li> <li>SuccessFactors &amp; Concur</li> </ul>	<ul style="list-style-type: none"> <li>S/4 Finance Cloud for ASR Belize</li> <li>SAP Analytics Cloud</li> <li>SAP HANA Cloud Platform</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade from S/4HANA 1605 to 1709</li> <li>Furthering of SAP Analytics Cloud</li> </ul>	<ul style="list-style-type: none"> <li>Ariba Source to Pay Process Transformation</li> </ul>	<ul style="list-style-type: none"> <li>200+ interfaces migrated</li> <li>DI Pilot</li> </ul>	<ul style="list-style-type: none"> <li>Migration to AWS</li> <li>Upgrade to S/4HANA 2020</li> <li>SAP Global Consolidation</li> <li>BTP Integration consolidation</li> <li>PI, MII &amp; BODS consolidated to Integration Suite</li> <li>Embedded MDG</li> <li>BOBJ retired</li> </ul>

# Business Case – Need to Transform the Digital Core

*SAP environments & business processes had challenges*

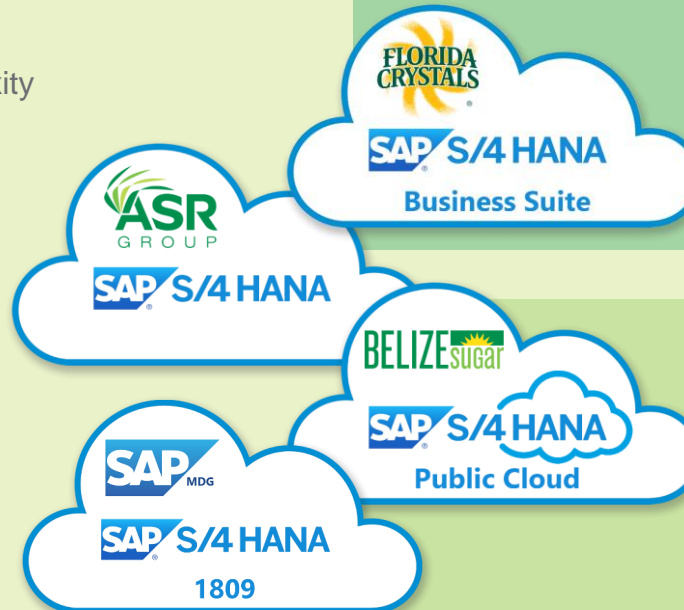
## Inefficiency, Cost, & Complexity

### Inefficient Multiple Systems

- Processing inefficiencies & errors
- Project, support, & data maintenance complexity
- Shared service functions operating in multiple environments

### Complexity

- Functionality transitioned to SaaS platforms has highlighted inefficient processes and integration complexity



## End of Life

### Outdated Processes

- Designed in late 90s, early 2000s
- Last focused optimization 2009-2010
- New end of life dates are approaching

## Limitations

### SAP Public Cloud Limitations

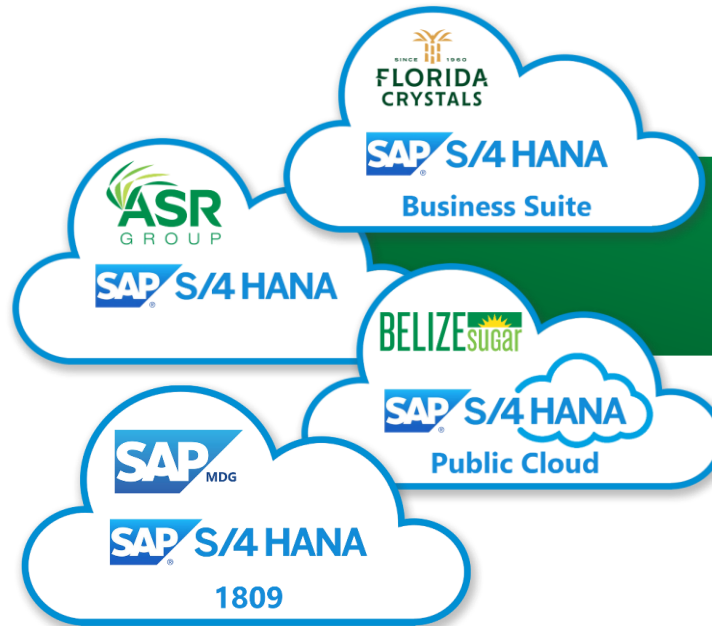
- Key requirements not supported and some functionality not on roadmap
- Process expansion in Belize slowed by technical challenges

# What is the ERP Transformation Vision?

*Deliver financial value and process simplification through ERP Transformation*

## Baseline

Separate SAP Environments



## Transformation

- Reduction of processing inefficiencies & errors
- Simplified project, support, & data complexity
- Upgrade to latest SAP release enabling ability to adopt innovation
- Migration to Cloud allowing agility and cost reduction

## Target

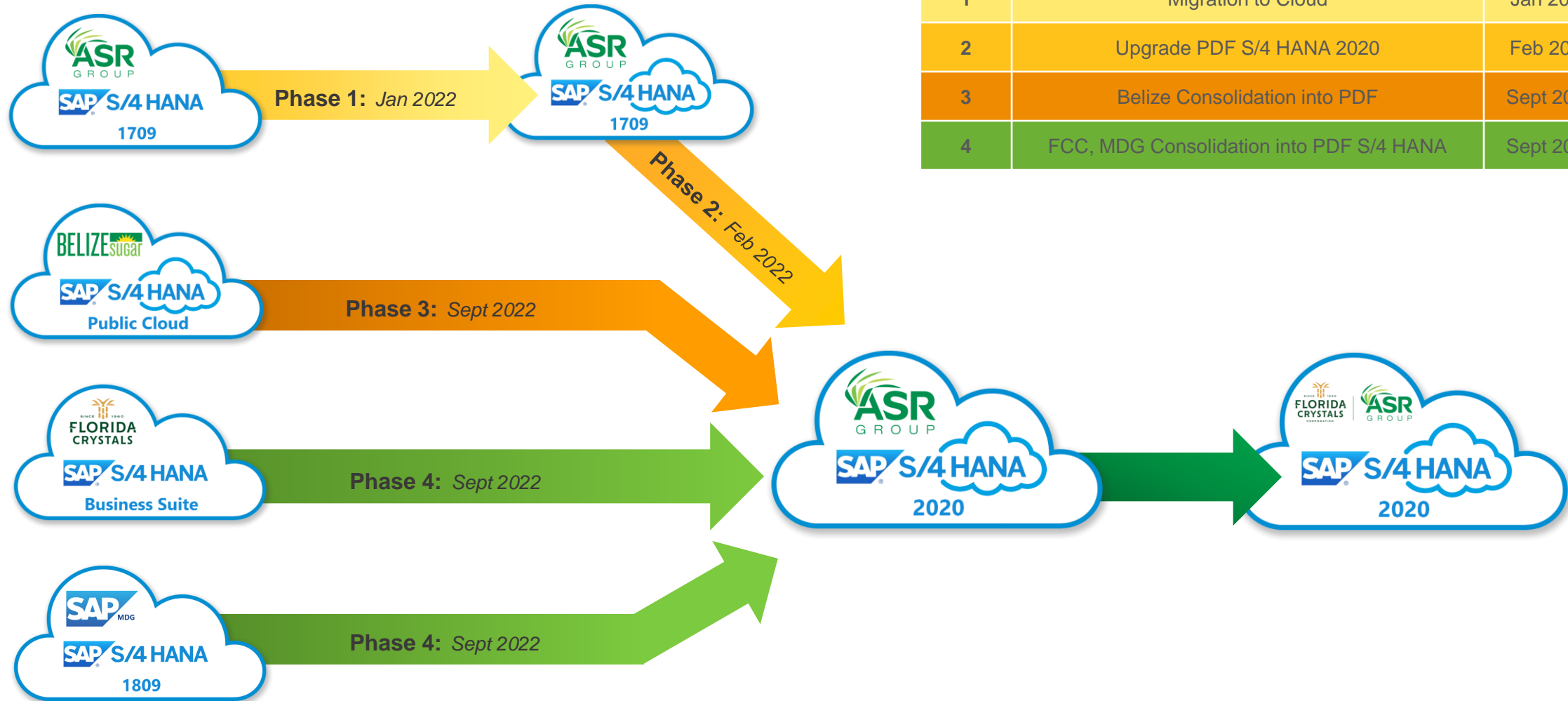
Consolidated Global SAP environment



*Financial value and simplification*

# Journey Overview: How Do We Make This Transition?

High level phases to accomplish goal



Phase	Description	Timeframe
1	Migration to Cloud	Jan 2022
2	Upgrade PDF S/4 HANA 2020	Feb 2022
3	Belize Consolidation into PDF	Sept 2022
4	FCC, MDG Consolidation into PDF S/4 HANA	Sept 2022

# Key Takeaways

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- **Improve testing**
  - Lack of project landscape to test all processes led to inability to identify downstream issues
  - Ensure testers properly trained on test process and tools ahead of testing cycle
- **Improve program planning**
  - Multiple parallel workstreams led to competing priorities for resources
  - SAP Upgrade combined with Migration to AWS led to gap between design and build for consolidation and loss of focus on consolidation
  - Cutover plans created too late to be effective and have thorough review
- **Improve continuous feedback**
  - Surveying only at program completion does not allow for taking action
- **Improve training**
  - Train the trainer not sufficient for areas with new functionality (Belize)
- **Improve stakeholder identification and alignment**
  - Communication of key decisions down did not always occur



# Benefits Realized

## ■ IT Cost to Run

- Cost reduction in infrastructure
- Software rationalization
- Simplified project, support, & data complexity

## ■ Process Efficiency

- Greater Inventory visibility
- Order processing advantages
- Reduction of processing inefficiencies & errors

## ■ Cost Avoidance

- No further upgrades for retired on-premise applications (MDG, PI, MII, Business Objects, Enterprise Portal, Business Suite on HANA)

## Consolidated Global SAP on AWS



*Financial value and simplification*

# Enterprise Systems & Analytics Roadmap

*Focus over next 3 years*



<b>Enable enterprise data modeling and distributed functions</b>	<b>Advance operational reliability</b>	<b>Maintain enterprise integrity</b>
<ul style="list-style-type: none"> <li>▪ Initiate enterprise data modeling</li> <li>▪ Create path for BW migration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Converge OT and IT – Implement operational reliability projects</li> <li>▪ Embed automation and predictive models in decision tools</li> <li>▪ Upgrade OpenText</li> <li>▪ Establish data literacy program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Upgrade S/4HANA</li> <li>▪ Upgrade or migrate BW HANA</li> <li>▪ Expand governance to customer data</li> <li>▪ Implement ILM for archiving and data retention</li> </ul>

# Integration Strategy

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*Integration strategy is aligned with overall IT strategy to rationalize, simplify, and move to a cloud-based, IPaaS model*

## Integration Strategic Vision

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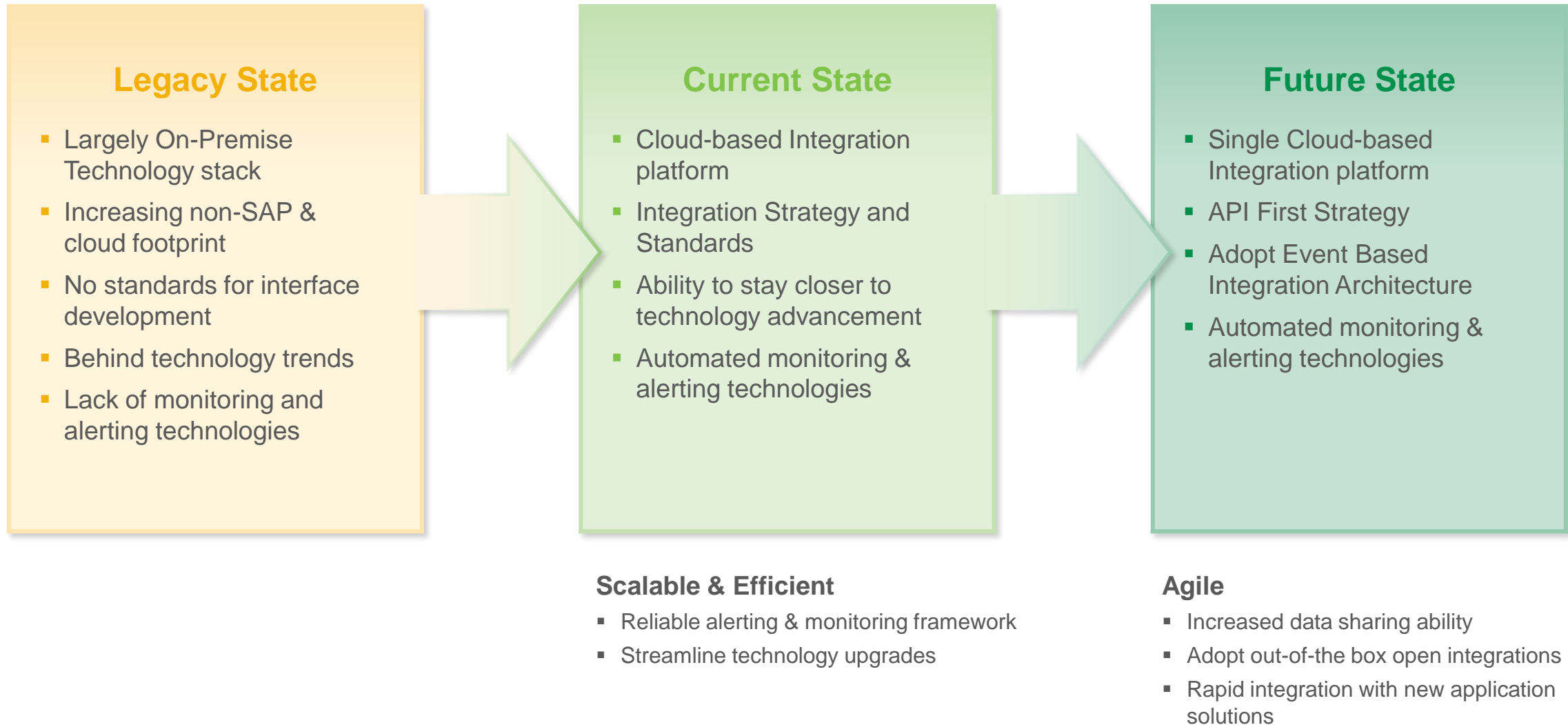
- Simplify, rationalize, and move integration solutions to the cloud creating an efficient, standards-based, extensible enterprise integration architecture

## Objectives

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- **Simplicity**
  - Rationalize and simplify integration architecture
  - Employ a standards-based integration simplifying implementation and support
  - Reliable alerting and monitoring framework
- **Agility**
  - Increase agility in sharing data across enterprise ecosystems in a secure and scalable method
  - Adopt out of the box and open integrations
  - Rapidly integration with new application solutions

# Enterprise Integration Previous-Outlook vs. Future-Outlook



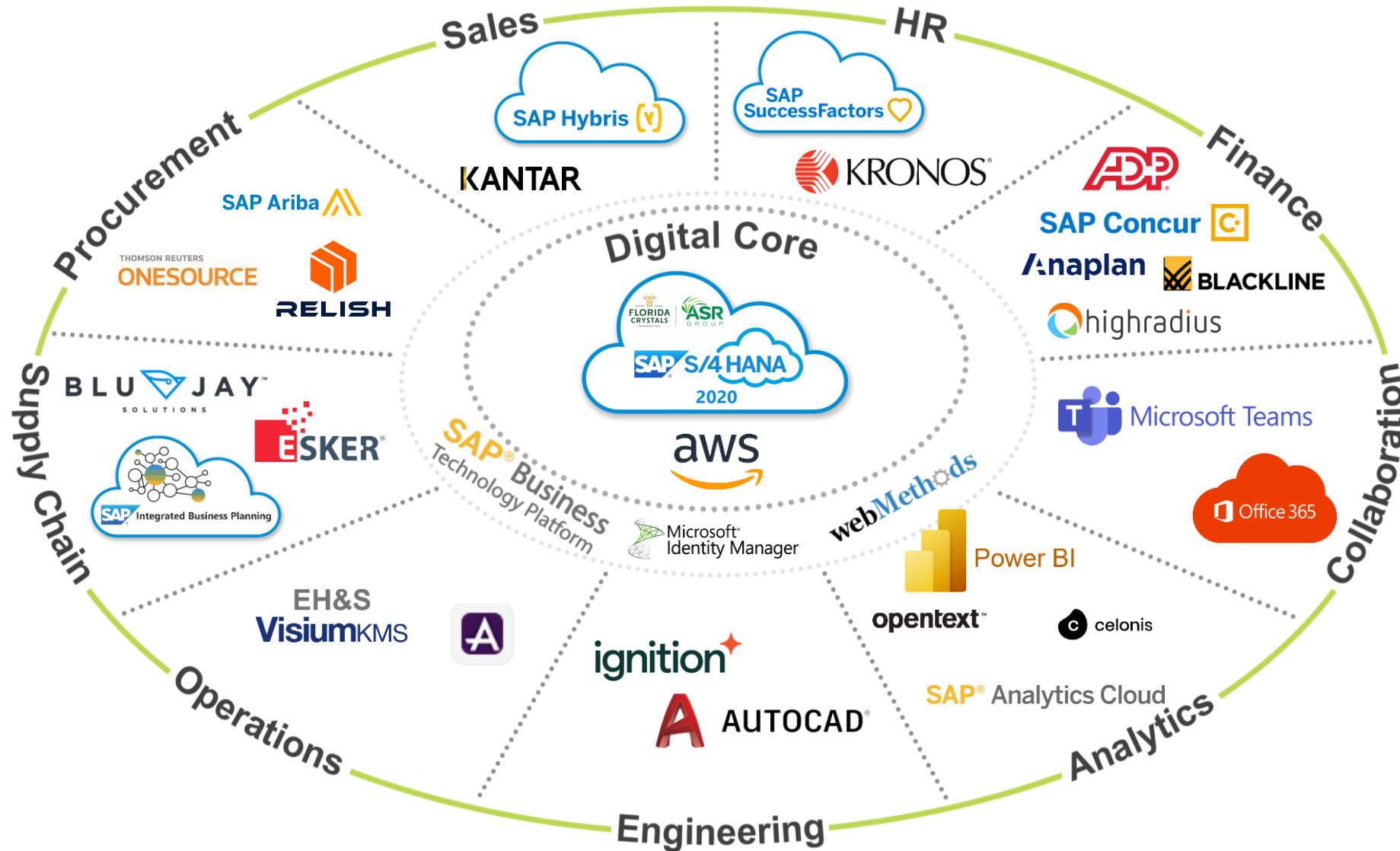
# Integration Strategy

Our Integration strategy aligns solutions with the best features to meet different objectives

Strategy / Style	Business Process	Data	User	IoT
<b>Integration Pattern</b>	<ul style="list-style-type: none"> <li>A2A</li> <li>B2B</li> <li>Business Network</li> </ul>	<ul style="list-style-type: none"> <li>Master Data Sync</li> <li>Data Replication</li> <li>Data Quality Mgmt.</li> <li>Data Virtualization</li> </ul>	<ul style="list-style-type: none"> <li>Fiori Apps</li> <li>Mobile Apps</li> <li>Desktop Apps</li> <li>Web Apps</li> </ul>	<ul style="list-style-type: none"> <li>Operation Technology</li> <li>Sensors</li> </ul>
<b>Current Toolset</b>	<ul style="list-style-type: none"> <li><i>Integration Suite, CPI DS</i></li> <li><i>Webmethods, IS</i></li> <li><i>Manual *</i></li> </ul>	<ul style="list-style-type: none"> <li><i>ALE/IDOC, PI</i></li> <li><i>SDI</i></li> <li>MDG-DQM</li> <li>SDA (DS agent, JDBC)</li> <li>Manual *</li> </ul>	<ul style="list-style-type: none"> <li><i>SAP cloud connector, SAP GW</i></li> <li><i>IIS</i></li> </ul>	<ul style="list-style-type: none"> <li>None</li> <li>Manual *</li> </ul>
<b>Target Toolset</b>	<ul style="list-style-type: none"> <li><i>Integration Suite, CPI DS</i></li> <li><i>Integration Suite</i></li> <li><i>CIG</i></li> </ul>	<ul style="list-style-type: none"> <li><i>ALE/IDOC, AIF, Integration Suite</i></li> <li><i>Integration Suite (DS,SDI)</i></li> <li><i>MDG-DQM, DQaaS</i></li> <li><i>Integration Suite, Data Lake tools</i></li> </ul>	<ul style="list-style-type: none"> <li><i>SAP Cloud Connector, SAP GW</i></li> <li>API</li> <li>API</li> <li>API</li> </ul>	<ul style="list-style-type: none"> <li>Integration Suite &amp; API</li> <li>Integration Suite &amp; API</li> </ul>
<b>Business Value Example</b>	<ul style="list-style-type: none"> <li>Banks &amp; business partners integration</li> <li>Near zero integration efforts</li> </ul>	<ul style="list-style-type: none"> <li>SaaS model</li> <li>Pay per use</li> </ul>	<ul style="list-style-type: none"> <li>Controlled</li> <li>Secure / scalable</li> <li>No redundant development</li> </ul>	<ul style="list-style-type: none"> <li>Simplified IT/OT integration with standards Technology</li> </ul>

*Italics = Primary*

# Cloud Platform Architecture



# Integration – Reference Architecture

