

## Case Study



### Comprehensive Strategy for Upgrade and Unicode Conversion Enables Next-Generation Business Processes for Finance Shared Services

---

#### Abstract

A US\$ 8 billion UK-based pharmaceutical company providing finance shared services across 27 countries wanted a Unicode technical conversion and upgrade of SAP R/3 instance 4.6C to ECC6.0 to improve operational efficiency. In addition, it required continuous SAP support and an upgrade of SAP Business Information Warehouse (BW) system from BW 3.5 to BI 7.0.

SAP modules implemented by the company included Finance, Controlling, Sales and Distribution, Materials Management, Warehouse Management, and Travel and Expense. The company wanted to incorporate new business functionalities such as Governance, Risk and Compliance (GRC), Supplier Relationship Management (SRM) and composite applications. Infosys was selected as the partner for the end-to-end SAP upgrade with Multiple Document Multiple Code Page (MDMP) in 23 languages..

## Change Strategy that Retained Customizations across 27 Markets

Infosys adopted the Combined Upgrade and Unicode Conversion (CUUC) approach to manage the end-to-end project that included program management, integration management, technical and functional consulting, 1.2 terabyte Unicode conversion, basis landscape management, testing, and cutover execution.

End-to-end testing of business-critical interfaces and processes to comply with regulations such as Sarbanes-Oxley Act (SOX) and Good Manufacturing Practices (GMP) required extensive validation and documentation. A detailed project plan, approved by the validation authorities, was shared with all stakeholders. More than 700,000 words with unassigned languages were adjusted for vocabulary in the pharma environment. Extensive testing in the development and pre-production phases and a 2-month User Acceptance Testing phase eliminated errors in functional processes.

Extensive communication management, organization change management and training ensured that the upgrade affected neither local customizations of the system nor the 150 third party interfaces. A quarterly update of progress across 27 markets ensured smooth change management. Infosys provided 'Train-the-Trainer' documentation for all changes that affected end-users. All super users were trained before the migration.

## Business Benefits

The upgraded system delivered by Infosys supports the company's next-generation business processes. Minimum post-go live issues enabled processing of more than 100,000 invoices in the first four business days following the migration.

- Ensured business continuity with a seamless upgrade
- Enhanced internal client satisfaction
- Replaced the standalone Internet Transaction Server (ITS) with an Integrated ITS

### Client Speak

"I would like to congratulate you and the whole team for this outstanding achievement! I have watched closely over the past few days as you have successfully gone through each of the tollgates and had become increasingly encouraged that we would achieve this result, as you have now demonstrated. However, the hard work of the past few days alone didn't produce this end result, rather it has been the combined efforts of the project team over a much lengthier period of time, dating back more than one year. I would like to congratulate and thank all of the team for this accomplishment and ask that you share this message with them."

Head of Global Transactional Finance, a leading distributor of healthcare products and medical supplies.

"Great job and great team effort! Please pass on my thanks as well."

CIO, a leading healthcare company providing Shared Finance Services.

"The success of this project is a great example of cross functional team working across several teams and with its key suppliers, including Infosys. To all the SAP upgrade project team members, thanks for a job well done."

Director of Products, Programs and Portfolio, a leading drug development and healthcare products company



For more information, contact [askus@infosys.com](mailto:askus@infosys.com)

#### About Infosys

Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise.

For more information about Infosys (NASDAQ:INFY), visit [www.infosys.com](http://www.infosys.com).