

Case Study



Strategic ERP Partnerships Drives a Business Turnaround

Abstract

A global pharmaceutical company wanted to integrate its existing SAP applications to optimize costs. Infosys helped the company achieve its goals through a formally defined support system and processes based on best practices and Information Technology Infrastructure Library (ITIL) methodology. In a span of four years, the focus of the engagement shifted from Service Level Agreements (SLAs) to value addition and value creation.

Making Sense of a Complex Landscape

The IT landscape with multiple interfaces challenged the definition and integration of system architecture. It required a seamless integration of seven disparate applications, including SAP's new dimension products such as SNC and APO, with multiple business processes across vendors and time zones.

The project required continuous support across Helpdesk, SAP Security, Business Analysis, Application Link Enabling (ALE), Electronic Data Interchange (EDI), Workflow Application, and Business Information Warehouse (BW) Monitoring. Simultaneously, it required enhancements, production support and release upgrades.

The project required steady support for the SAP system with country-specific and multi-lingual requirements. Organization change management and compliance management were business imperatives to operate efficiently in the validated pharma environment. Infosys leveraged the offshore model to meet stringent SLAs and monitored activities using a scorecard with service credits and penalties.

Delivering a Holistic Solution

A project organization defined roles and responsibilities at the individual level. The 'best of both organizations' principle defined governance mechanisms, project processes and procedures, metrics, and reporting systems to ensure prompt execution. A joint customer and Infosys Program Management Office (PMO) accomplished business goals efficiently. In addition, end-to-end technical testing was undertaken for upgrade. Steady state support was provided for a major SAP application after due diligence and a transition period of 45 days. The transition of managed services, medium-sized rollout and complex technical upgrades were completed in the outsourced mode.

Effective compliance management helped reduce cost and throughput time. The Under Managed Services and Business as Usual (BAU) support for Europe reached steady state in six months (three months of transition and three months of transformation). Service improvements were recommended for business and technical processes. The onsite-offshore model reduced costs and optimized resource utilization. The roll out of support for newly deployed sites and functionalities were undertaken through effective knowledge transfer within the deployment team.

A robust communication framework along with periodic status reviews ensured transparency. Our Knowledge Management process and effective collaboration between the IT team and multiple vendors saved time and effort significantly. The SAP systems were upgraded from version 4.6C to ECC 6.0 and from BW 3.5 to BI 7.0. Reusable documents and components were created to optimize timeframes and effort. We helped the company test the Business Continuity and Disaster Recovery Model by performing disaster recovery drills.

Infosys manages a 19/5 country-specific support center with multi-lingual requirements by leveraging our Global Delivery Model (GDM). Support activities include period-end closing, regular maintenance and bug fixes. Global support and costs are managed using Infosys' proprietary project management tools and utilities. Proactive measures are taken to reduce the number of support tickets.

Realizing Enterprise-wide Benefits

Infosys was appointed the Global SAP Partner by the company. The strategic ERP partnership with Infosys reduced the Total Cost of Ownership of supporting applications by 40% and simplified 54 business projects, resulting in annual savings of approximately US\$ 3 million. In addition, it simplified the complexity of SAP instances by eliminating 10% of interfaces.

- Realized SLA improvements and cost benefits due to offshoring
- Increased customer satisfaction consistently
- Accelerated delivery and reduced the cost of IT projects with business continuity through upgrades and extensive support through the onsite offshore model
- Reduced ramp-up/ ramp-down timeframes and cost of support with the Global Delivery Model
- Modifications to technical processes focused on performance tuning and facilitated continuous improvement of business processes
- Service Introduction (SI) model ensured smooth introduction of services in the Application Maintenance Support fold
- Training and knowledge transfer to business users and robust knowledge management ensured prompt turnaround and resolution of issues



For more information, contact 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.

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