



## CASE STUDY

### SAP Global Rollout Delivering Operational Excellence for a Consumer Healthcare Major



#### Abstract

A global consumer healthcare company partnered with Infosys to achieve operational excellence by deploying SAP globally to define a unified data model. This case study illustrates Infosys's solution and approach to help the client achieve overall savings in project costs and faster rollout.

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*be more*

## The Client

The client, the eye-care unit of a top 10 pharma major, is a global leader in the research, development and manufacturing of contact lenses and lens care products. Headquartered in the USA, it provides solutions that fit the lifestyles, preferences and needs of people in more than 70 countries around the world.

## Business Need

Intense competition, higher customer expectations, and geographically distributed business units are amplifying market pressures on businesses to achieve operational excellence. The client's IT landscape consisted of multiple disparate systems and a non-unified data model, which limited its ability to analyze global data and function as a single global entity. Since this was affecting its operational efficiency and competitive ability, the client launched a global program to retire existing legacy applications and consolidate financial, procurement, sales and manufacturing processes on a single SAP platform. The program was expected to define a unified data model, providing the client ability to have a global view of the organizational data, and function as truly global organization with harmonized business processes. The resulting operational excellence was expected to help the client achieve a competitive edge in the market.

## Infosys's Role

The client's IT driven transformation program required a consulting partner experienced in the 'co-sourcing' model. Infosys was selected for its end-to-end SAP consulting and strong program management capability, flexibility and commitment towards building relationships, ability to deliver through

an efficient Global Delivery Model (GDM), and deep knowledge of FDA validation requirements.

Infosys set up a Program Management Office (PMO) working in collaboration with the client, to leverage complementary strengths. 'Best of both organizations' was the principle while defining governance mechanisms, project processes and procedures, metrics and reporting. Bringing in process harmonization, while still allowing flexibility and change management, in a complex work environment involving multiple stakeholders was a challenge, but Infosys' mature processes and the wide experience in handling similar situations helped in ensuring excellent results. Thorough User Acceptance Testing (UAT) and Hyper Care (HC) support ensured smooth transition to business users. Infosys' 'Design Build Test Implement (DBTI)' engine-based rollout approach accelerated the rollouts significantly. Infosys delivered the transformation program leveraging extended work hours made possible by its seamless GDM using a 'follow-the-sun' model, and carrying out 'right tasks at right place' to optimize costs.

Infosys teams are also providing Global Competency Centre (GCC) support for all countries already live in production, including Germany, Nordic, UK and

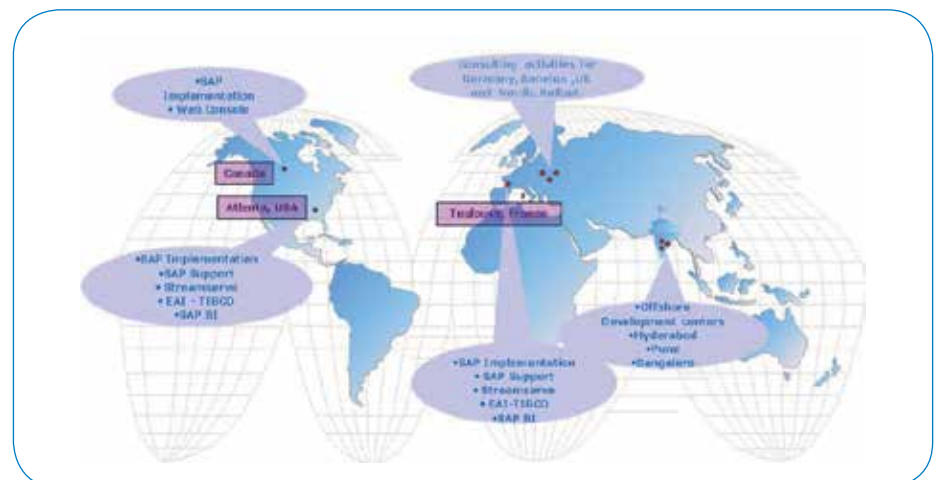
the Benelux. The GCC team maintains and enhances the SAP system after implementation. It works closely with business super users - the first level of support for SAP system users - when a problem is encountered, or when a potential enhancement or global master data requirement is identified.

Following the successful rollout of the global implementation, the client made Infosys its Preferred IT Partner and the sole-sourced applications service provider.

## Business Value

The client was delighted by Infosys' timely and efficient implementation. The benefits of the program were the following:

- Accelerated deployment resulting in overall savings in project costs and faster rollout.
- No loss in business continuity.
- Overall cost reductions in back office financial process management spend.
- Reduction in order processing time and improvement in throughput of order handling by Customer Service Representatives (CSR).
- Reduction in Account Receivable days outstanding.
- Reduction in Days of inventory on hand.







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



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