



A MASSIVE ERP MIGRATION INTO THE FUTURE

Abstract

Kenji Yamada, Manager for F&A Compliance and Transformation at a leading global conglomerate, faced a tight deadline to migrate his processes from the existing system to SAP S/4HANA. This case details how Infosys BPM, its long-standing partner, successfully leveraged its solid technical foundations and proven project management capabilities to lay out a well-thought strategy and deliver end-to-end expert guidance. The Outcome? A massive migration delivered well within timelines, without operational disruptions, and with \$5.5 Mn in business value.



A creaking old system

Kenji Yamada is the Finance and Accounting (F&A) Compliance and Transformation manager at a leading global conglomerate based in Asia. He is primarily responsible for ensuring compliance and managing process transformation for F&A operations throughout the corporation's 30+ companies operating across EMEA. As he would soon discover, a large-scale transformation project was awaiting him.

For the past 20 years, the organisation had been using a centralised SAP ERP ECC system for managing its logistics, F&A, production, supply, and other core

business processes across all entities in the region. Recognising the need for a new and modernised system, the organisation drafted plans for a global migration to SAP S/4HANA by 2025. Kenji wanted to drive the organisation to establish itself as a digitally intelligent enterprise and pave the way for further AI-enabled automation.

For Kenji, this ambitious plan signified a complex yet critical migration of his F&A processes across all companies, including several manufacturing entities and sales regions. He needed to achieve the transition with little to no disruption

of his business operations, within a strict 11-month timeframe.

With these requirements, Kenji turned to Infosys BPM for help, which has been the conglomerate's trusted business partner for over a decade. Having worked closely with Stefan Moore, the Infosys BPM digital transformation expert, Kenji had trust in his team's abilities for project management and technical assistance. He invited Stefan over for a series of meetings, where he informed him about his vision, detailed his concerns, and enlisted his end-to-end support for a streamlined ERP migration.

Making the big shift

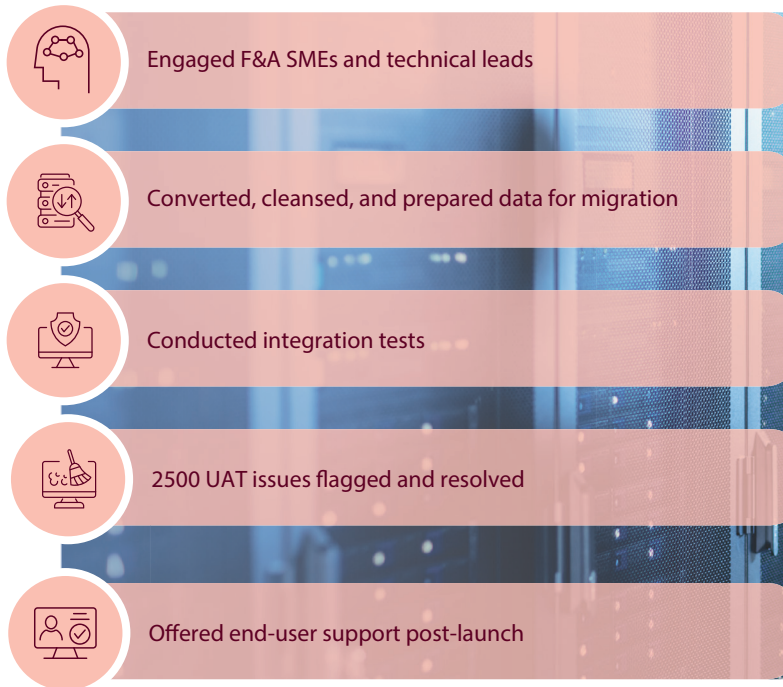
With the project scope set, Stefan gathered his team of digital transformation experts to lay out a detailed migration plan. They sat together to assess the as-is processes, define the requirements, and design a

fitting blueprint and timetable for the entire project.

Aware of the complexity and urgency involved in the migration, Stefan set up a dedicated project management office

(PMO) for planning, coordination, and managing the project activities and logistics. He then assigned the PMO to own the project schedule, allocate resources, and ensure process compliance throughout the migration.

Approach summary



Amidst this, Stefan engaged Infosys BPM's F&A domain experts and technical leads to analyse and map the processes, identify gaps, and cover them with appropriate actions. They also helped cleanse, validate, and convert the organisation's data, setting up for a smooth migration. As an integral check before the transition, the technical leads also worked to ensure that the SAP scripting farm and database remained uninterrupted and functional throughout

the process. Then, they collaborated with the domain experts to run thorough integration tests and prepare elaborate training material for Kenji, his key team, and other end-users. At this stage, the team members also worked closely with the end users to help carry out user-acceptance tests, where they flagged and resolved bugs and issues before going live.

After carrying out the launch, Stefan requested the team to offer comprehensive

support to Kenji's team, leaving no room for hiccups in the new and updated system. Throughout the migration journey, over 700 individuals from the conglomerate's side, including IT staff, business users, and other external partners, contributed to the project's goals. The PMO was instrumental in coordinating the interdependencies, facilitating effective communication, and ensuring the project remained on track.



Enjoying the newer, 'cooler' system

As a result of the strategic approach, professionalism, and consistent efforts of Stefan and his team, the project turned out

to be a huge success. They carried out the system migration of all 30+ companies well

within the tight 11-month deadline, without disruptions or downtime for the business.

Key benefits



Further, by minimising the risk of errors in data migration, the project also delivered an impressive \$5.5 Mn in business value for the conglomerate. As outlined in the project scope, Stefan and the team successfully tested and validated 180 F&A scenarios, ensuring that Kenji's key operations continue running efficiently post-migration. As an added benefit, the migration from on-premises to S/4HANA

on the cloud cut storage requirements by ~75%, significantly bringing down the disk space. Impressed with these feats, Kenji highly appreciated the team's smooth and structured workflow in managing a migration of this magnitude and scale.

Shifting to the new and next-generation S/4HANA system not only streamlined the conglomerate's business processes, but also paved the way for future evolution,

automation, and developments. For Kenji, the results from this project further solidified his trust in Infosys BPM. In fact, several key stakeholders from the conglomerate's F&A board commended the partnership's remarkable accomplishment, recognising their unwavering dedication and commitment to the migration's success.

**Names have been altered to preserve the identities of the people involved.*

For more information, contact infosysbpm@infosys.com

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