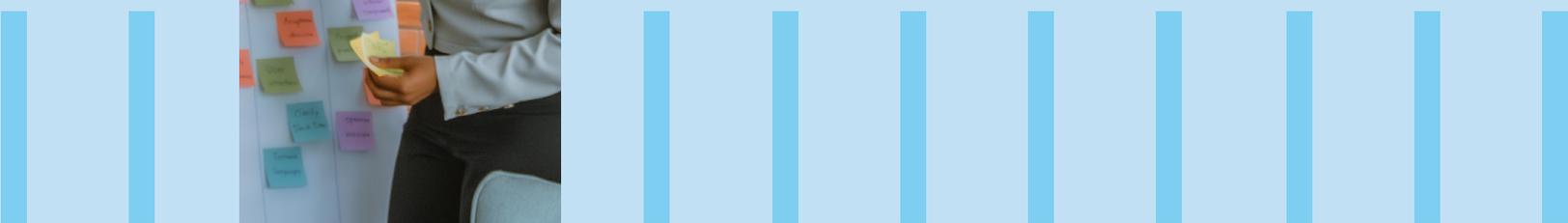




SAP S/4HANA GREENFIELD TRANSFORMATION METHODOLOGY

LIFE SCIENCE CASES STUDY



At a Glance

Global ERP transformation is no small feat—especially in the life sciences industry. But with the right strategy, tools, and mindset, it can be not only manageable but repeatable. In this article, we share how two leading pharmaceutical firms successfully navigated their SAP S/4HANA greenfield journeys with Infosys as their partner — each with a different approach, both with impressive results. Via a series of blogs, we will share insights into tooling, governance, test management, and deployment strategies within this highly regulated context.



From the Ground Up: Two Paths to One Goal

Both Client A and Client O set out to replace legacy ERP systems with SAP S/4HANA. What made them successful? Clear methodology, purpose-built tooling, and a pragmatic approach to Agile delivery.

Empowering Collaboration and Communication

Client A adopted a **Hybrid-Agile model** from day one—focusing on speed during design and build, and transitioning to a structured deployment model for go-live.

Client O began with **SAP Activate**, then fully embraced **end-to-end Agile** delivery during rollout.

Agile Done Right—Tailored to Maturity

Not all organizations are at the same stage in Agile adoption. These two clients adapted the methodology to fit their culture and delivery structure:

Early requirements were captured in Excel or Smartsheet for ease of review.

Then JIRA took over once requirements and priorities were shaped, enabling structured backlog management, Program Increment (PI) planning, and full delivery oversight.

Infosys supported both journeys with accelerators and now with GenAI-driven innovations ready to increase further productivity.

Focused Build or Atlassian? Why Not Both

Client O leveraged **SAP Focused Build** as the digital backbone—tying together requirements, transport management, testing, and documentation in a fully traceable way.

Client A opted to manage delivery in **JIRA**, testing in **Xray** and **OpenText ALM**, while using **SAP Solution Manager** for documentation and transport governance.

Testing with Confidence

In highly regulated sectors, testing isn't just QA—it's audit readiness.

Client O's tests were **linked 1:1 to Work Packages**, with every test case and defect tracked through to resolution in Focused Build. Releases were gated by CSV (Computer System Validation) approval, ensuring full compliance.

Client A used a combination of Xray and OpenText ALM for a modular, traceable testing strategy that suited their tooling preferences and integrated with key business requirements captured in Signavio.

Deployment That Stays Compliant

For Client O, Focused Build provide unique advantage ensuring that every work package, test case, and transport was traceable i.e. audit-ready. All artifacts were centralized, versioned and resulted in:

A clean, controlled production release process.

Full traceability from strategy to execution.

Simplified audits and documentation reviews.

Key Takeaways for Business Leaders

Agility doesn't mean chaos:

With the right tools and planning cadence, Agile delivery can thrive even in regulated environments.



Ready for challenge:

Both digital and business organizations need to work together to handle the agile "stress" of design/build/test all on parallel during PI.



Governance can be baked in:

Platforms like Focused Build and JIRA aren't just task trackers—they're enablers of traceable, high-quality delivery.



There's no one-size-fits-all:

The chosen methodology and toolset should be flexible - refine further to fit your organization's maturity and compliance needs.



Key Learnings and Best Practices



Unified Governance

Leveraging Focused Build and JIRA together provides an integrated delivery and governance platform.



Agile Discipline

Continuous planning via Program Increments (PIs) enables better predictability and quality. For organizations starting their Agile journey for business transformation powered by ERP, a hybrid agile approach can gradually introduce new ways of working to the business and digital teams.

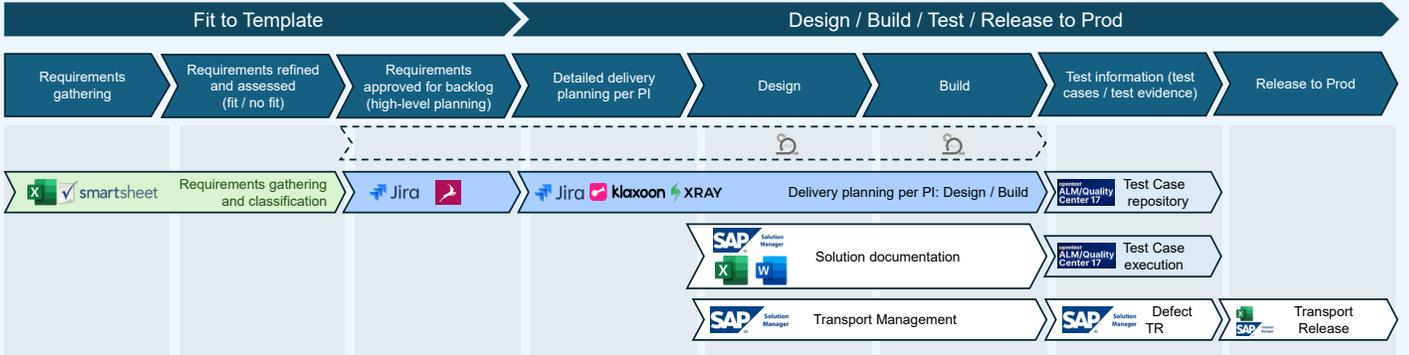


Traceable Documentation

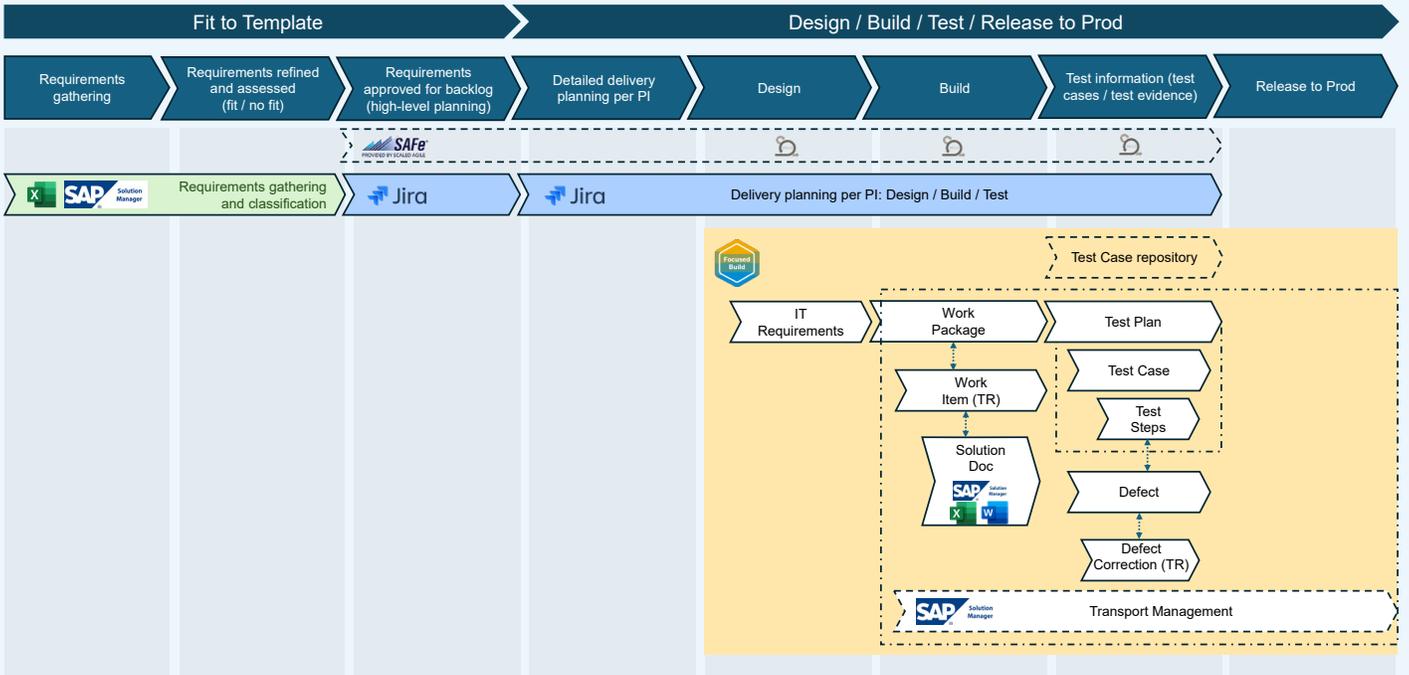
Linking all artifacts to SAP Focused Build Work Packages ensures full transparency and compliance support. Alternatives include Atlassian suite solutions and other similar tools.



Client A



Client O



About the Authors



Ken Chen

Ken is a veteran management consultant and program director with over 20 years of experience leading ERP implementations and business transformations. At Infosys Consulting, he spearheads SAP AI initiatives and solution architecture excellence, helping clients unlock scalable, intelligent enterprise solutions for the digital age.



Alberto Revel Chion

Alberto is a seasoned transformation consultant who guides clients through complex change programs with a focus on clarity, efficiency, and end-user needs. He is known for delivering practical solutions while enhancing visibility and simplifying delivery for high-performing teams.

ABOUT INFOSYS CONSULTING:

Infosys Consulting is a next-generation consulting partner that bridges strategy and execution. With an AI-first mindset, deep industry knowledge, and the combined strengths of business and technology consulting, it helps enterprises turn bold vision into tangible outcomes, faster, smarter, and at scale.

Infosys Consulting is helping some of the world's most recognizable brands transform and innovate. Our consultants are industry experts that lead complex change agendas driven by disruptive technology. With offices in 20 countries and backed by the power of the global Infosys brand, our teams help the C-suite navigate today's digital landscape to win market share and create shareholder value for lasting competitive advantage.

CONNECT WITH US

