

A man with dark hair and a beard, wearing a white lab coat, is smiling and looking at a smartphone he is holding in his hands. He is standing in front of shelves filled with various bottles, likely in a pharmacy or laboratory. The background is slightly blurred. There are two small colored circles: a yellow one on the smartphone screen and a red one on the man's lab coat sleeve.

Health tech major's ERP
systems get a healthy
dose of digital makeover



Client background

- **Client:** Global health tech major
- **Geographies:** Presence in over 100 countries
- **Services:** Over 400 products including patient monitors, data management systems, resuscitation products as well as healthcare services. Makes medical imaging equipment such as CT scanners, X-ray, ultrasound and magnetic resonance machines
- **Revenue:** About 10 billion euros in annual revenue

Challenge

The global health tech major was dealing with a very complex ERP landscape with 49 of the global ERPs serving specific markets and most of them being heavily customized for various business units slowed down the system.

Minor changes to the system required extensive testing, leading to high operating costs. The existing ERP landscape not only made reporting error prone, it also made system changes extremely difficult, resulting in high compliance and operating costs. Hence, the global health tech major felt an urgent need to simplify, standardize and transform its IT landscape.

Solution

The transformation required ERP consolidation, simplification of business processes and implementation of the SAP Digital Core, including SAP S/4HANA Simple Finance and SAP S/4 Central Finance. The program also focused on automation of repeat tasks. It included changes to personal health applications and industrial applications across all key units.

With a diverse audience, across 100 countries, localization was key to implementation. The program entailed both greenfield and brownfield implementation. As part of the brownfield implementation, there was simplification and standardization of existing applications, while the greenfield implementation included a global rollout of the new ERP system.

Automation of order to cash improved productivity by 30%, enabled high-speed deployment for patients and care providers.



SAP S/4HANA Finance implementation eliminated the need to gather and prepare data for analysis



Standardized business processes in Personal Health and Health Systems reduced process complexities



Adopted agile delivery factory approach for mass deployments, with the focus being on country-specific functions pertaining to legal, fiscal and reporting requirements



Implementation in a phased manner, starting with consolidation of 49 production ERP systems to six within a span of 18 months and a plan to further consolidate to 2 production ERPs by 2020



Employed high-speed deployment approach with the creation of deployment-run book, covering methodology, governance and RACI matrix, test, training and communication strategy; release management strategy with tools and accelerators for each component



Implementation of SAP Fiori to ensure a consistent experience with instant access to workflows and information, to prioritize tasks

Business impact



Automation of repeat tasks for order-to-cash (O2C) process **improved productivity by 30%**



A standardized ERP landscape across business units led to **50% reduction in IT costs**. The new, simplified system enabled quicker implementation of changes to the system, thereby reducing both effort and time



A consistent user experience for both patients and care providers resulted in up to **30% improvement in overall business performance and productivity** as end users had access to accurate and relevant information on the go



Improvement in Payment on Time KPI: Number of invoices processed in a day increased from **40-50 per FTE per day to 300-400 per FTE per day**. The quick processing of invoices enabled quick payments to vendors



“Wipro partnered with the health tech major to re-architect a very complex business application landscape. The enterprise-wide transformation paved the way for their digital transformation, modernizing their backbone and enabled them to forge new paths in care delivery.”

Srinivas Sai Nidadhavolu
Vice President & Global Practice
Head - SAP at Wipro



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