

## Consumer Goods case study



# Mead Johnson Nutrition achieves global ERP transformation in 11 months

A strategic modernization from SAP Suite on SAP HANA® to SAP S/4HANA® on SAP RISE is completed in less than a year and with a single weekend cutover, with the help of automation and generative AI.



## At a glance

### Industry

Consumer Goods

### Location

Global

### Challenge

Deliver a strategic ERP transformation involving a full migration from SAP Suite on HANA to SAP S/4HANA in less than 12 months.

### Success Highlights

- **11 months** to deliver a strategic, end-to-end ERP transformation
- **61 hours** to complete the final cutover, with minimal business disruption
- **4,500** users onboarded to the new digital backbone

## The challenge

Mead Johnson Nutrition is a global infant nutrition company and an independent subsidiary of Reckitt. With 6,800 employees and eight factories worldwide, it delivers high-quality infant and toddler nutrition through leading brands like Enfamil and Nutramigen.

Founded in 1905, the company adopts a clinical, science-based approach to innovation. As infant needs become increasingly specialized, it has a growing focus on nutrition for babies and children with allergies and intolerances. Millions of parents across the globe rely on Mead Johnson infant formula to feed their babies, so uninterrupted production, distribution and availability are crucial.



## Deliver a vision-aligned global ERP transformation in under a year

Mead Johnson Nutrition had relied for over a decade on a stable and reliable SAP ECC enterprise resource planning (ERP) backbone, latterly running on SAP HANA in a Microsoft Azure cloud environment. But with end-of-life for ECC and other applications approaching, the company developed a far-reaching vision to modernize its SAP ecosystem for all 4,500 users worldwide.

As well as transitioning from ECC to SAP S/4HANA on RISE, Mead Johnson wanted to embark on a digital transformation journey and set the foundation for subsequent business transformations. It also wanted to optimize IT costs by modernizing and consolidating some of its business-critical applications. In particular, it wanted to adopt the new Master Data Governance and international trade management modules in SAP S/4HANA, as well as SAP Ariba® for procurement and SAP Vistex for trade promotion management.

The goal was to conduct the modernization in a cost-effective way by leveraging RISE with SAP: an offering from SAP that combines the S/4HANA platform, new functionality including AI, the modern SAP Fiori® user interface and management of the underlying Microsoft Azure cloud platform.

Mead Johnson set three key objectives for the project. Firstly, the cutover should be completed in one 72-hour weekend to minimize disruption to manufacturing and distribution. Next, the entire project—a major global undertaking—should be delivered in less than 12 months. Lastly, the cost savings achieved should pay for the project, avoiding the need for CapEx investment.

These ambitious objectives required an experienced technology partner to guide and collaborate with SAP and Mead Johnson. Mead Johnson chose Cognizant for our S/4HANA expertise and proven ability to deliver large, efficient, complex S/4HANA transformations using the latest automation technologies.

## Our approach

Working alongside Mead Johnson and SAP, we leveraged our S/4HANA experience to ensure delivery of the entire project in just 11 months—a record-breaking timescale for an ERP transformation of this scale and complexity. The final big-bang cutover took just 61 hours over a long weekend, ensuring limited disruption of Mead Johnson's critical production and distribution processes.

Key elements of this successful migration included:

**Collaborative project management:** This foundational transformation program required not only the modernization of the SAP ERP backbone, but also of the entire ecosystem architecture, spanning more than 60 connected systems and more than 900 external interfaces. An integrated approach to the project, involving close collaboration between all partners and stakeholders, was essential. As the lead partner of the integrated program management office (PMO), we split the program into eight capability tracks with each track having an individual lead and multiple project managers coordinating the work across streams. An overall program director led the entire team and reported to the steering committee. We tracked risks and issues effectively and held daily, weekly and monthly cadences at various levels to ensure seamless coordination and messaging across the entire project team.

**Creativity in detailed planning:** An initial sandbox migration exercise provided insights into the major change impact areas across technical, functional and business streams. We drew from it a granular, task-level plan, blending Cognizant's experience on similar programs, the Mead Johnson program team's understanding of their architecture and business, and SAP's inputs from a product capability perspective. We regularly updated and published this plan to all stakeholders to ensure the project was



tracked on timelines.

**Quality assurance:** From the start, we identified foundational capability assurance as a key success factor for the program. We conducted various levels of testing, including unit testing, module testing, cross-system testing, user acceptance testing, stress testing, role testing and conference room testing, using manual methods as well as automated tools. The testing team and test strategy were embedded into the program from the beginning. We identified and published the initial version of the test plan and the test cases eight to 10 weeks before the planned systems integration testing (SIT) start date.

**Business user-centric change management:** Effective change management was crucial as the ERP backbone is used by 4,500 employees. Working closely with Mead Johnson, we executed an engaging and carefully planned change management program that made optimum use of each business user's time while ensuring everyone was on board with the upcoming changes. We used various change management channels—from mailers to flyers to SharePoint—to communicate to user groups across the spectrum. User engagement activities included a readiness survey, fun animated content, bite-size learning through 30-second GIFs, a dedicated SharePoint page, a leadership podcast and a launch starter pack containing training materials and contact information in a handy guide.

**RISE platform configuration:** We worked with SAP to configure the S/4HANA platform for Mead Johnson, building templates to ensure that the configuration of the legacy ECC solutions was replicated in S/4HANA. This would ensure users would encounter no major differences in the SAP environment when moving from the legacy platform to S/4HANA.

**Data as the foundation for future innovation:** Data hygiene and data footprint reduction would be crucial to a smooth and rapid cutover. Reducing the footprint was also a significant driver for cost savings, as the database was initially close to a size threshold which would be very costly if crossed. We worked with Mead Johnson to provide options for fine tuning the database footprint and deployed efficient bots to help with data reconciliation and awareness effort for the business. When it came to data migration to the new data warehouse in Microsoft Azure, we built 138 data extractors in S/4HANA and leveraged Datasphere for real-time data replication and to ensure data consistency.

**Application of the latest technologies including generative AI:** A core element of the project was the technical remediation of close to 3,600 custom objects. Done manually, this work could have taken months, with the added risk of human error. Pre- and post-migration data validation by the business would also have constituted a significant chunk of the planned downtime. To accelerate delivery, we built five bots to automate data validation and remediate a significant number of custom objects while keeping a human element in the loop to ensure oversight. The use of automation and gen AI delivered significant time savings while assuring code quality.

**Application integration:** Mead Johnson's ERP environment included not only the SAP modules, but also 900 integrations to 62 connected apps—both internal and with external business partners such as third-party logistics (3PL) providers. The Business Technology Platform (BTP) Integration Suite enabled us to efficiently integrate Customer and Procurement business processes, fostering innovation and growth. To ensure we stayed within the cutover window, we brought the connected apps live in priority order, with critical applications accompanying the main go-live and others as they were needed.

**Enhanced user experience with SAP Fiori, mobile-first and single sign-on (SSO):** As a platform migration, the impact of the transformation on the end-user experience would be low. However, RISE with SAP included a new SAP Fiori user interface, which would bring extra user-friendliness to the screens that Mead Johnson employees use every day. We created user handbooks and worked with key super-users to ensure they had the right information and training materials to take back to their teams. Fiori also enabled us to take many workflows mobile-first, saving time for users and eliminating some licensing costs. The implementation of SSO simplified the authentication experience for users while enhancing security.

**Cutover and trial runs:** With only a 72-hour window for the final cutover, everything had to be in place to ensure its success. We conducted six dummy cutovers in preparation, progressively reducing the time taken from 128 hours down to around 53. During the cutover trial runs, the sequence and duration were fine-tuned to ensure the cutover was well drilled. When the weekend came for the real cutover, we achieved it from start to finish in just over 61 hours.

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"This was a strategic project for Mead Johnson Nutrition and a critical enabler of our future vision. A tight deadline and short cutover window meant nothing could be left to chance. With exceptional planning and collaboration between Mead Johnson, Cognizant and SAP, we went live on time with no stop to manufacturing. Thanks to all who contributed to this highly successful project."

— Chakravarthy Aravapalli, Regional CIO, EU and APJ—Mead Johnson Nutrition

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# Business outcomes

Throughout the project, close collaboration between Mead Johnson, Cognizant and SAP, including C-level sponsorship and engagement, ensured a successful outcome for this business-critical ERP transformation. Specific business outcomes delivered to date include:

- **Significant cost savings:** By modernizing and consolidating its applications landscape, decommissioning legacy systems and having SAP manage the underlying Microsoft Azure cloud platform, Mead Johnson generated savings that fully funded the migration project.
- **Record-breaking 11-month transformation:** Full migration from ECC to S/4HANA, including validation and remediation of over 3,500 custom objects, was completed in just 11 months.
- **13% faster delivery timeline:** Cognizant's automation and generative AI tools significantly accelerated project delivery, improving code remediation productivity by 30% and shaving five-person weeks from the project timescale—equivalent to 13% of the whole timeline.
- **61-hour cutover with minimal disruption:** Five practice cutovers meant the Mead Johnson, SAP and Cognizant team were ready to make the final cutover in one weekend. A task that took 128 hours on the first practice run was completed in just 61 hours, with no stop to manufacturing and minimal disruption to Mead Johnson's critical distribution processes.
- **Widespread business benefits:** The migration to S/4HANA has provided Mead Johnson with a wealth of functionality to support efficiency, productivity and growth. To give just a few examples, chatbot functionality in SAP Ariba and automation in core financial modules are saving time for procurement and finance teams, while embedded governance, risk and compliance (GRC) controls have eased Sarbanes-Oxley compliance. Single sign-on (SSO) saves time for everyone, and mobile-enabled plant maintenance functionality has allowed a separate application to be retired and supports Mead Johnson's mobile-first strategy.



## A new digital backbone to support Mead Johnson's global mission

A well-planned, smoothly executed migration to RISE has allowed Mead Johnson to leverage new enabling technologies while ensuring an uninterrupted supply of infant formula. Key business activities, like managing cross-border trade, are now conducted within the integrated RISE environment, saving on license costs, reducing manual effort and making processes more efficient. Thanks to close collaboration between Mead Johnson, SAP and Cognizant, this strategic ERP transformation was completed in less than a year, supporting Mead Johnson in its mission to deliver premium-quality products that are trusted by pediatricians and parents alike.

## 11 months

to deliver a strategic ERP transformation

## 61 hours

to complete the final cutover with minimal disruption

## 4,500

users onboarded to the new digital backbone

### About Mead Johnson

Mead Johnson Nutrition provides the highest-quality, clinically based infant and toddler nutrition through a market-leading portfolio of brands around the world. For more information, visit <https://www.reckitt.com/our-company/mead-johnson-nutrition/>.



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