

Case Study

Workforce Augmentation for a Large-Scale SAP S/4HANA Transformation



SAP

The Client

A Fortune 500 enterprise in the manufacturing and distribution sector launched a large-scale digital core transformation to migrate from legacy ERP systems to SAP S/4HANA. The initiative was designed to standardize global processes, enable real-time financial visibility, and modernize supply chain, procurement, and reporting functions. While internal IT leadership brought strong domain expertise, the organization lacked the specialized SAP S/4HANA talent required to execute a transformation of this scale across multiple geographies.

The Challenge

- Aggressive go-live timelines and the complexity of multi-country rollout waves
- Limited in-house SAP S/4HANA functional and technical expertise across finance, MM, SD, and supply chain migration
- High competition in the SAP talent market and heavy dependency on external system integrators
- Knowledge silos concentrated within a small internal core team
- Delays in testing cycles due to resource shortages across key project phases
- Business disruption risk during migration and growing pressure to achieve a zero-disruption cutover

About Cogent Infotech

Founded in 2003, Cogent Infotech is a trusted, award-winning firm with **23+ years** of experience, **150+** government contracts, **10,000+** projects, and a **96% employee retention rate**. Recognized as an SBA Small Business and MBE-certified, we deliver excellence through diverse talent, AI-driven recruitment, and cooperative contracts like **NASPO Value Point** and **TIPS-USA**.



Solution and Process

- **Strategic Workforce Augmentation Model**
Designed and deployed a workforce augmentation strategy to support the end-to-end SAP S/4HANA transformation lifecycle
- **Workforce Gap Assessment**
Reviewed transformation milestones, identified critical skill shortages, and aligned a staffing roadmap to each program wave
- **AI-Enabled SAP Talent Deployment**
Rapidly deployed pre-vetted SAP S/4HANA functional consultants, ABAP and Fiori developers, data migration specialists, and QA resources
- **Agile Squad Integration**
Embedded resources into Agile delivery teams to accelerate configuration, support SIT and UAT cycles, and resolve integration bottlenecks
- **Hypercare and Knowledge Transfer**
Executed post-go-live stabilization, issue resolution, and structured knowledge transfer to internal teams for long-term sustainability

Outcome

- Deployed **100+ SAP professionals** across multiple global rollout waves to maintain transformation velocity
- Achieved a **35% acceleration in configuration and testing cycles**
- **Ensured on-time go-live across priority regions with a 28% reduction in project delays** linked to resource gaps
- Reduced dependency on high-cost niche external system integrators
- Enabled transition to a unified digital core with minimal operational disruption and stronger internal capability

Risk Analysis

- Timeline and budget overrun risk due to specialized resource shortages
- Business disruption and cutover risk during global ERP migration
- Knowledge concentration risk within a small internal project team
- Quality and testing delay risk across SIT, UAT, and rollout phases
- Vendor dependency and cost escalation risk from niche external talent requirements

Best Practices

- ✓ Conducted workforce gap assessments aligned to rollout waves and milestones
- ✓ Used AI-enabled recruitment pipelines to accelerate access to certified SAP talent
- ✓ Integrated augmented staff directly into internal Agile squads
- ✓ Applied a flexible engagement model aligned to specific transformation phases
- ✓ Structured knowledge transfer and post-go-live stabilization for long-term continuity

TECHNOLOGIES

- SAP S/4HANA
- SAP FI/CO, MM, SD, and PP Modules
- SAP Fiori
- SAP ABAP
- AI-Enabled Recruitment Pipelines

