



CASE STUDY: Medline

Supporting a Global SAP S/4HANA Manufacturing & Supply Chain Transformation



Client: Medline

Industry: Healthcare Manufacturing & Distribution

Program: Global SAP S/4HANA Transformation

Focus Area: Manufacturing, Supply Chain, and
Data Migration



A HISTORY OF RESULTS

Since 1996, we've helped clients in manufacturing, financial services, consumer goods, healthcare, energy, and beyond achieve critical transformation goals. Our long-term relationships and high consultant retention reflect our core belief: great work comes from great partnerships.

Client Context

Medline, one of the world's largest manufacturers and distributors of medical supplies, has been executing a large, multi-year SAP S/4HANA greenfield transformation to modernize its global operations. The program spans manufacturing, supply chain, and distribution across a highly complex and regulated global footprint.

The transformation impacts more than **335,000 products, 38,000 employees, and operations across 125 countries**, encompassing manufacturing plants and distribution centers worldwide. Medline elected to manage the program internally, requiring experienced SAP practitioners who could embed directly with business and IT teams and operate effectively at scale.

To support this effort, Medline partnered with Bayforce to provide targeted SAP expertise—particularly in data-intensive and execution-critical areas of the program.



The Challenge

One of the most complex aspects of Medline's S/4HANA transformation centered on **data conversion, cleansing, and governance** across multiple legacy systems.

Key challenges included:

- Extremely **high data volumes** across global manufacturing and supply chain operations
- Complex **master data structures** spanning products, plants, and distribution networks
- Limited internal capacity for **business-side data ownership and governance**
- The need to establish a **global S/4HANA template** that could scale across regions
- Tight coordination required between data migration, functional teams, and cutover planning

Without experienced SAP resources embedded in the program, these challenges posed significant risk to deployment timelines and overall program stability.



BAYFORCE'S ROLE

Bayforce was engaged to work alongside Medline's internal team, providing hands-on SAP expertise within the **Global S/4HANA Manufacturing & Supply Chain Program**.

Rather than acting as an external SI, Bayforce embedded specialists directly into the program to support global design, data execution, and deployment readiness.

Areas of Support

1. Master Data Management & Migration

Bayforce provided a dedicated Data Migration Lead and Master Data experts to help Medline address one of the most critical and complex components of the transformation.

Responsibilities included:

- Supporting data cleansing, governance, and ownership processes
- Managing data migration activities across multiple legacy systems
- Coordinating with functional teams to ensure data readiness
- Helping establish repeatable data practices to support global rollouts

This support enabled Medline to better control data quality and reduce risk in a highly data-intensive environment.

2. SAP S/4HANA Functional Expertise

Bayforce deployed experienced S/4HANA Functional Leads across key manufacturing and supply chain domains, including:

- Extended Warehouse Management (EWM)
- Sales and Distribution / Logistics Execution (SD/LE)

These consultants worked closely with Medline teams to:

- Support functional design aligned to manufacturing and distribution realities
- Ensure data structures supported operational execution
- Assist with global template development for future deployments

3. Cutover Leadership

To support deployment readiness, Bayforce provided a Cutover Manager to help coordinate one of the most execution-critical phases of the program.

This role focused on:

- Planning and managing cutover activities across sites and functions
- Coordinating dependencies between data, functional, and technical teams
- Supporting readiness for go-live events within a global rollout model

Effective cutover planning helped reduce disruption and improve confidence during deployment.



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4. Embedded Analytics Support

Bayforce also contributed an Embedded Analytics consultant, supporting reporting and insight needs within the S/4HANA environment and helping ensure data was usable and actionable post-deployment.

Results and Value Delivered

Through its partnership with Medline, Bayforce helped:

- Reduce data-related risk in a large, global S/4HANA program
- Strengthen business-side ownership of master data and migration activities
- Support the development of a scalable global S/4HANA template
- Provide experienced SAP leadership in execution-critical areas
- Improve coordination and readiness across data, functional, and cutover workstreams

Bayforce's embedded delivery model enabled Medline to maintain control of its self-managed program while strengthening execution in areas that required deep SAP and transformation experience.

Why Medline Chose Bayforce

Medline selected Bayforce for its ability to provide:

- Experienced SAP S/4HANA practitioners who could embed quickly
- Deep expertise in data migration, master data, and manufacturing/supply chain domains
- A collaborative model aligned to a client-led transformation
- Flexible support tailored to the evolving needs of a multi-year global program

This partnership allowed Medline to augment its internal capabilities while maintaining ownership and momentum throughout its transformation journey.

