

Consumer services company replaces custom software with modern ERP system.

SITUATION OVERVIEW

This consumer services company in Denver was using custom software developed in an AS/400 environment. Many of its core business processes were either manual or paper-based, and the company was struggling with the issue of sole dependency on a single employee who understood the legacy systems.

In order to continue providing outstanding service to customers while growing through acquisitions, management knew it needed to modernize its systems and business processes.



OUR APPROACH

- Defined pain points, opportunities for improvement, and ERP business requirements
- Evaluated 18 industry-specific and cross-industry ERP systems
- Created requests for proposal and evaluated vendor responses
- Evaluated the functional and technical features of each system against the client's business requirements
- Helped select the software that best addressed the client's business requirements
- Negotiated ERP contract terms favorable to the client
- Developed a budget, business case, and ROI analysis of the selected software
- Developed an organizational readiness assessment to identify potential barriers to change
- Defined the implementation plan
- Provided ERP project management, including managing third-party vendors and the client project team
- Defined workflows in the context of the new system
- Developed training documentation and facilitated end-user training
- Conducted change management and communication activities
- Managed technical infrastructure upgrades to meet ERP software requirements
- Conducted post-go-live audit and corrective action to ensure the client realized maximum benefits



THE OUTCOME

- Negotiated more than 25% cost savings on the ERP software contract
- Managed the project budget to ensure fixed and variable project costs came in under budget
- Helped the organization realize cost savings from improved efficiencies and lower cost structure, resulting in a 60% return on investment and two-year payback period