

OVERVIEW:

An enterprise resource planning (ERP) system implementation is a massive undertaking. An ERP is the operational backbone for most organizations and vital for businesses looking to scale.

After years of experience implementing ERPs, we have concluded that a few critical success factors are often overlooked. First, it is imperative to have executive sponsorship that will support the journey and can step in to make strategic decisions. Second is managing change. There will be a lot of anxiety and resistance for change that may upend peoples' work processes. Last is defining an implementation strategy with support from leadership. It is very easy to focus on the technical solution and forget about the non-technical aspects.

SolomonEdwards helps organizations with large and complex ERP implementations through rigorous program management by leading all technical and human facets for a successful execution.

KEY COMPONENTS:

- ERP Roadmap for Success & Longevity
- Implementation Strategy
- Business Case and ROI metrics
- PMO
- Stakeholders Engagement
- Executive Steering Committee
- Program Management
- System Selection
- Business Process Redesign
- Vendor Management
- Change Management
- Program Communication

COMPLEX SITUATIONS SNAPSHOT

SYSTEM SELECTION & IMPLEMENTATION | 17 SYSTEMS DOWN TO 10

An organization had acquired companies for over 10 years but never integrated processes and systems. To prepare the company for significant growth, a centralized platform was necessary. SolomonEdwards helped to develop system and business requirements aligned with the company's IT strategy and business needs. We led the program management effort from beginning to end. It included ensuring that stakeholders were engaged at the right levels across the organization, validating the business requirements, encouraging looking at the future state as an opportunity to improve, identifying and engaging with potential vendors, conducting gap analyses, reviewing process change needs, managing selection processes, and leading process redesign efforts and continuous change management. The organization was able to reduce the number of systems from 17 to 10, which allowed real time visibility into the operation of the entire organization.

PROJECT MANAGEMENT INFRASTRUCTURE | 10,000 PAYROLL ISSUES RESOLVED

For more than a year, an electricity and gas utility company worked to develop a new ERP system to consolidate a patchwork of human resource, supply chain and finance programs that it inherited from the handful of acquired U.S. utilities. The company's new system that had gone live in the hectic aftermath of a major hurricane proved incapable of accounting for all facets of pay and expenses for many of the over 18,000 workers who spent 16-hour days on the restoration. SolomonEdwards answered the call by immediately deploying its own project management infrastructure to work closely with the firm's PMO, designing pre-deployment training and onboarding programs, and leveraging its best-in-class travel team to ensure that all SolomonEdwards' employees were immediately productive. Over the next 10 months, the team collectively worked to meet critical deadlines imposed by the attorneys general of two states to ensure that more than 10,000 payroll issues were resolved. SolomonEdwards enabled the company to complete the overall payroll stabilization process within a single quarter, and was recognized by the executive sponsors and the company as a whole as an overwhelming success.

MEET SOME OF OUR EXCEPTIONAL PEOPLE



ANN HOOK

Throughout her 30-year career, Ann has established herself as a strategic leader in the professional services industry. Having worked for the Big Four, mid-sized consulting firms and US-based and international corporations, Ann has successfully led large business units and enterprise-wide transformation initiatives. Her expertise and passion is to effect positive transformational change by engaging people to do things they may not have thought possible.



JOHN BURKE

John is a Principal in SolomonEdwards' Advisory Practice with a focus on Finance Transformation. He has over 20 years of global finance experience spanning consulting, industry and auditing. John is an expert in finance transformation, governance, project management and developing solutions that optimize his clients' operating model to achieve increased operational efficiencies, effectiveness and controls through enabling technologies and improved service delivery models. Prior to his 15 years in finance transformation consulting, John was a controller for a software company after beginning his career in Big Four public accounting.



SRIDHAR KUPPA

Sridhar has over 15 years of consolidated financial reporting, management reporting, budget planning and analysis experience, including serving as a CFO. For over seven years, he has supported senior leadership with managing growth and financial objectives, strategizing process improvements to strengthen internal controls over financial reporting, and managing many ERP implementation projects. Sridhar has excellent leadership, communication, and project management skills.