



achieving excellence through change

## Capitalizing on opportunities while reducing IT risks

A detailed assessment of a new Enterprise Resource Planning (ERP) system implementation allowed the client to complete the implementation of a new business model and fully capitalize on the emerging opportunities.

### The client

Headquartered in the province of Quebec (Canada), the client is an internationally-known organization.

### The situation

After a complex tendering process the client selected a preferred vendor for the implementation of their own ERP solution, with the caveat that there will be some level of customization involved down the road. The project encountered several obstacles along the way, resulting in missed milestones, overspending and late delivery. This was caused mainly by:

- Inadequate planning from both the client's and the vendor's teams;
- Unrealistic expectations in terms of delivery time;
- Incorrect or incomplete user requirements resulting in scope creep later on in the project;
- Unfocused testing of the application by the selected user group;
- Inadequate change management used by the vendor when customizing the ERP solution;
- Limited client project management experience and ineffective post-implementation user training;
- Strained relationship between the client and the vendor due to improper communication; and
- Highly stressful work environment due to the significant pressures to deliver against the original timelines.

As a result, the implementation of key modules has not delivered the automated solution everybody was expecting. Instead, users either reverted back to the "old ways" or found various workaround solutions, all this resulting in the ERP system not being used at its full capacity; more work needing to be done due to quasi-parallel processing and a de facto rejection of the system by the main user group. Finally, the control system implemented in relation to the new ERP solution was highly inadequate, the new business model was only partially implemented, and the client ended up spending more time "putting out fires" than focusing on taking advantage of the new business opportunity.

Because of our expertise in the fields of IT project management, IT audit, and risk and strategic management they turned to Bivium for help.

### Bivium's contribution

- In-depth review of the implementation, both in terms of project history and the functionality that was made available to the users;
- Testing of key controls associated with the new ERP system;
- Assessment of the efficiency and effectiveness of existing business processes;
- Development of a road map for the benefit of both the vendor and the client's project team, which laid out the customizations needed to be made in the system;
- Assistance with the writing of test scripts and management of the user testing process; and
- Recommendations made to the client regarding improvements to the reporting and business processes, and elimination or mitigation of the previously identified control deficiencies.

### Impact

As a result of Bivium's assistance the client embedded the appropriate controls into the system, increased the efficiency and effectiveness of the existing business processes, and revamped its financial reporting. As a result, the client was able to fully implement the new business model, which in turn helped them capitalize on emerging opportunities previously identified in the marketplace.