



RECOVERING A \$15M ORACLE ERP IMPLEMENTATION

PROGRAM EXECUTION PRACTICE

PROJECT RECOVERY

Trexin specializes in leading our customers through challenging transitions, which are commonly recovery situations associated with projects that are under duress or already in distress. Large, complex, or extended projects are affected by factors that are inherently uncertain. Thus, projects remain highly susceptible to cost over-runs, missed deadlines, and quality problems despite good initial planning.

Trexin's Project Recovery capacity provides rapid response and stabilization through focused, cross-functional, embedded teams. These teams understand the sensitive nature of your strained situation and work quickly to reestablish a course to full recovery.

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Trexin recovered a \$15M investment to deploy an Oracle ERP system for a manufacturer by leading a successful launch and an aligned operating model.

BUSINESS DRIVER

The client initiated an ambitious transformation program centered on an enterprise implementation of Oracle ERP across six independent business lines. After a year of work and \$15M, the system was still not in production for a single business line and the CFO asked Trexin to get the project back on track and create a road map for full remediation.

ANALYSIS & TEAMWORK

Responding with a cross-functional recovery team comprised of program execution and technology specialists, Trexin embedded itself within the business units to assess the situation across nine critical success areas: strategies, ownership, program leadership, functional leadership, program management metrics, technology, readiness, support, and change management. Within two weeks, Trexin presented the client with three alternatives: 1) Immediately shutdown the program and fallback to legacy systems, 2) Pause to reset the team after the next build, or 3) Continue forward more deliberately with stage-gate conditions for progression. The client chose to continue and worked with Trexin to execute the stage-gate road map, emphasizing the introduction of baseline functionality before adding more sophisticated features. Trexin also began an extensive effort to reestablish organizational lines of communication, responsibility, and accountability needed to properly deploy the system.

RESULTS

- The first business was brought online within 5 months after deciding to continue
- Order backlog quickly improved by 50% and weekly shipment performance consistently measured above pre-implementation averages and was sustained for longer periods
- Tangible cost reductions were obtained (estimated at \$5.5M over 3 years) related to:
 - Improved warehouse management system, directed picks, and put-aways
 - Computer operating expense reductions
 - Inventory accuracy improvements and head count reductions
 - Reduced fill penalties and higher margins associated with fill-rate improvements

“You have to learn the rules of the game. And then you have to play better than everyone else.”

ALBERT EINSTEIN