

CASE STUDY

Partnering for ERP Selection & Implementation



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The Client

The Client is a mid-sized technology solutions provider, headquartered in the USA and with a presence – sales offices and delivery centers in multiple locations across the United States and the Europe.

Currently, given competitive dynamics and a near-saturated market for its products, there is limited expected headroom for further expansion both in terms of revenue and margins. Going forward, the client is targeting the achievement of a doubling of its current top line & positive improvements in profit margin through a specific focus on inorganic growth and establishing a footprint in new international markets.

The Business Situation

The growth proposed will most likely engender multiple complications for the client's management and existing stakeholders. Expansions of product lines, setting up global networks, optimizing efficiencies all in the context of generating high customer satisfaction will create significant demands on management's energies.

The client has internal customer management, finance & accounting and time tracking infrastructures in place. However, the need of the hour was an integrated solution to address all requirements across these areas. For complete visibility, better and informed decision making and automated workflow within the organization, management hoped to integrate multiple disparate units globally into a single, integrated platform.

Consequently, the client decided on ERP migration instead of putting in efforts to integrate the existing set-up. The system would need to map the client's business processes based on best practices for the service industry, while at the same, given margin constraints, remaining cost efficient.

The Business Challenges

Key challenges included

- ERP implementation needed to be completed in 4 months
 - Selecting the right ERP solution, in the context of the scope of the client's operations
 - Securing the necessary "buy in" from decision makers
 - Creating an end-to-end centralized solution that would include all commonly used ERP functionalities, best practices in service industry through mapping of appropriate business process
 - Achieving the objectives with due consideration toward cost – the client was clear in stating it did not want to over commit to costs across software, planning, customization, configuration, testing, implementation, etc.
 - Concerns about the size of the implementation making it less of a priority for selected vendor.
 - Potential impacts of migration on existing workforce.
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The Solution - How did ATG Help

ATG was chosen due to the following reasons:

- Techno –Commercial leadership team with sound business acumen
- Experience in the technology driven service domain
- Independent advisory given its business model – no connections with ERP vendors.
- Cost effectiveness
- Long term association and support

Aeries hypothesized that the two factors crucial to success in this endeavor would be

- 1) **Selecting the right platform:** - Selection of the right ERP based on precise understanding of the client's requirements. Given its limited in-house expertise, the client relied significantly on Aeries on insight and advice on the ideal solution. To that end, ATG selected solution had be consistent, reputed, scalable and capable of addressing the client's requirements on the one hand, and economically viable on the other.
- 2) **Business understanding:** - Aeries' mantra for success in the field of ERP implementation has been to understand the client's operations, its customers, and its business as a whole. While expertise in ERP implementation may exist with other providers, Aeries' unique value proposition is that it pairs realistic solutions with a cogent understanding of our clients' scope of operations.

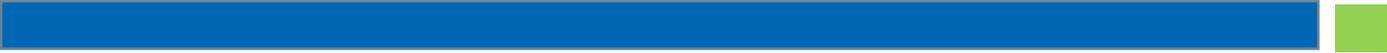
Aeries' Project team started working with the client immediately to assess requirements and gain an understanding of the business model and its key pain points. Through adept communication with stakeholders across the organizational chain, Aeries quickly gained an understanding of the client's precise needs. Our efforts reduced complexity and built understanding of the various solutions appropriate to the client.

Given its requirements, Aeries determined that the client needed a medium-sized ERP Solution. Based on this, varied solutions were identified, evaluated and presented to the client, with our in-house experts expounding on their pros and cons. A boardroom presentation on the top 3 solutions coupled with multiple calls with vendors provided management sufficient insight to select an ERP vendor and solution within 4 weeks.

ATG implemented the selected ERP, a pre-configured solution specifically designed for the service industry. Deployment of the ERP required Aeries to ensure align implementation deadlines consistent with best practices in the service industry.

The selected ERP's implementation provided assurance in mapping business processes to an integrated platform. Benefits included:

- Improved accuracy in reporting, tracking and gathering data such as order books, sales funnel, project and resource cost, procurement status
- Enhanced cost center-wise views of financial data
- Improved insight into critical process points
- Higher control of integration/informational reports generated from the ERP.



This has helped the client in meeting operational and productivity goals that include cutting operational costs, increasing throughput, reducing non-productive times, improved delivery time, optimized finance cycles and increased order capacity.

The ERP and its implementation served as a significant accomplishment for the entire team, and strengthens the position of ATG to offer pre-configured and integrated solutions to other major players in the service sector.

ATG is still associated with the client, addressing on-going needs resulting from its expansion and challenges/opportunities therefrom, and we continue to be engaged with the client based on a long-term SLA.

The Outcome

- ✓ ATG's ERP selection expertise blended with a tested implementation strategy helped the client migrate to a new platform within provided deadlines in an economical, efficient manner.
- ✓ Comprehensive visibility into all important processes, across various stakeholder departments (especially for senior personnel)
- ✓ Improved customer and sales information processes through a fully integrated system, capable of providing comprehensive details on all stages of the customer life cycle.
- ✓ Higher degree of control on integrated information/reports generated from ERP
- ✓ Fully scalable solutions that grow alongside the organization, nullifying the potential for expensive re-implementations or system migrations.
- ✓ Minimal in-house ERP resources through continual support from ATG