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Disaster Recovery for Project Plans

How Moovila helped a Big 4 consulting firm get a derailed ERP implementation back on track for a major defense manufacturer.

Background

Enterprise Resource Planning (ERP) system implementations are notorious for long-overdue timelines and inflated budgets. After a vendor's implementation was a year past its initial deadline, one of the top five consulting firms was brought in to assess exactly what went wrong and how to drive the project to success. They partnered with Moovila to perform a full forensic investigation of the existing plan and ultimately win the contract to implement the new plan moving forward.

- **Customer**: Big 4 Consulting Firm
- **Industry**: Government Contracting
- **Department**: Human Resources
- **Duration**: 1 month
- **Use Case:** Rescuing a derailed ERP implementation. Presenting a new, accurate project plan to drive the project to success.

The Challenge

The end client, a major defense manufacturer, had been dealing with a failed ERP implementation for over a year. They were looking at another change order with the vendor and $1.5 million to complete the work required. At the point the firm was brought in to get the ERP implementation back on track, they were already in disaster recovery mode. Based on the existing plan they were given, there was no insight into what had happened, why it happened, or who was responsible.

Accountability

Everyone agreed that the implementation had gone awry, but no one was willing to take ownership or responsibility for the challenges they were facing. The vendor was blaming the client, the client was blaming the vendor, and the firm didn't have the data needed to determine what went wrong.

Flawed initial plan

The vendor provided the initial project plan for the ERP implementation, but it had major structural flaws and lacked any referential integrity. Some of the problems with the initial plan included:

- Dozens of disconnected work streams
- Multiple team members were assigned to individual tasks, creating a lack of ownership
- Illogical dependency chains
- Several bottlenecks in key critical work streams

The Solution

The firm partnered with Moovila to do a full forensic assessment and diagnosis of the implementation plan and structure.

01 Through using Moovila, the team discovered major structural issues with their project plan.

02 By looking at the structural integrity, we were able to identify major gaps and risks in the project plan.

03 A new plan was drafted through Moovila with an accurate timeline that addressed the risks and gaps uncovered through the discovery process.

04 Moovila gave the firm a new way to visualize their plan that clearly addressed the identified gaps and provided a path to stability moving forward.

05 With Moovila's support, the client was able to confirm that the firm was a clear expert in this arena and capable of delivering the project to success.

The Results

By presenting the investigation and the augmented plan based on the discovery from the Moovila team, the firm was ultimately able to win the seven-figure contract to oversee the final stage of the ERP implementation. The firm continues to use Moovila to manage the project going forward and now has a realistic deadline, an accurate project plan, and the tools they need to identify and mitigate any risks they encounter throughout the rest of the implementation so they can execute effectively.

Client won 7 figure ERP contract

ERP successfully implemented

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