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CASE STUDY

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Reconstructing an ERP System and Processes

The BestIT Project and Program
Center of Excellence revamped the
entire ERP system.

Briefing

This pharmaceuticals company was experiencing bottlenecks and capacity limitations within its ERP systems. BestIT was called in to completely redesign the system to enable operational efficiency and speed-to-market.

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Reconstructing an ERP System and Processes

Client

Pharmaceuticals Company

Industry

Pharmaceutical Reverse Logistics

Challenge

The client's current operation experiences bottlenecks and capacity limitations within the primary production workflows and require significant manual intervention to move orders through the systems.

Services Provided

- Custom Application Development
- Requirements Gathering
- Staging and Verification
- Training

Introduction

ERP systems are important to the success for organizations. In the pharmaceutical reverse logistics industry, having the right technology for a smooth workflow makes all of the difference in delivering the best services to clients. More independent retailers utilize this client than any other reverse distributor and more than 80 percent of long-term care pharmacies are customers. The onsite service is the benchmark of excellence in the returns industry.

BestIT was hired as the program management consultant for handling project development and was responsible for all project activities including planning, design, construction and cost, time and quality management until the final deployment of the new system.

The Problem

The current operation experiences bottlenecks and capacity limitations within the primary production workflows and require significant manual intervention to move orders through the systems. These problems hinder current processes, and limit future scalability. The project presented significant risk due to the size, complexity, and duration of the deployment effort. The pharmaceutical company was in need of drastic renovation and modernization in terms of standard project management process and approach.

The ERP re-write project goal was to evaluate the current ERP system and replace it with a completely redesigned one that ensures future scalability and the ability to handle business growth without increasing resources. In addition, the project team sought to meet and exceed existing and future business growth demands by architecting and modernizing the entire ERP system, giving the company its highest operational efficiency and speed-to-market.

The project was attempted twice before, but challenges, including the need to conduct an entire system upgrade while continuing to provide services to existing customers prevented the project from moving forward. At the end of each attempt the effort had to be canceled at great costs in time and resources.

BestIT's project management service provided the tools and benchmarks to ensure on-budget and on-time delivery, making this redeployment project successful.

Benefits

- Ability to handle business growth due to the inherit scalability of the new system
- Clearly-defined software lifecycle policies
- Increased performance and success rate on development

The Solution

From the start of the project, a plan was developed by mapping out and prioritizing the necessary components of the system and business processes. A business process analyst conducted evaluations of all business processes and how they relate to the existing system modules and identified the scope of work for each module. The project team also commissioned the system architect to provide detailed design and deployment plan documents.

BestIT had to be extremely careful not to impact any of the current system features supporting the current customers.

Project management techniques helped plan for and incorporate the to-be requirements and system design into the project plan:

- Separate each business module and utilize Agile methodology to ensure a predictive outcome
- Delivery of each fully tested module in a pre-production set up and ready for go-live deployment
- The project team closed all open issues and did a complete system testing to endure a smooth go-live deployment
- Final launch required all 10 system modules to be fully integrated and tested for one single deployment

BestIT's project management techniques also helped identify and mitigate possible complications related to the modernization of the project. As part of the implementation, the plant's operational staff transitioned from a manual mode to a state-of-the-art ERP-based operating system. To make this transition smoother, the team provided training classes and hands-on assistance for all employees. This allowed the team to quickly and efficiently implement the new systems within their departments.

The Results

The BestIT project team revamped the entire system and utilized project management techniques to execute according to the baseline project schedule and budget. They kept the executive committee abreast of the progress by utilizing a standard executive summary dashboard reporting all aspects of the project including realized benefits after deployment.

Conclusion

The first three phases of the project were completed on time and the users were trained on the new features. Now, the software is able to handle business growth because of the scalability of the new ERP systems and processes.

Contact BestIT today to see how we can help make your software more efficient.



Contact us for more information.

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