Robert Half®
Talent Solutions

CASE STUDY

ERP Project Manager

Business Analyst x2

Finance Functional Lead x3

INDUSTRY
Fintech

COMPANY SIZE
Large – ASX-listed; +400 employees

REVENUE
$250 million

BUSINESS SITUATION

The organisation had acquired several companies as part of a comprehensive M&A strategy with each acquired business entity using a separate accounting system. To reduce risk, the board decided to implement a new ERP system across the group of companies using an external consultancy firm.

The ERP project became costly, running behind schedule and out of scope. The company decided to bring the project in-house by appointing an ERP Project Manager and building their own internal PMO.

THE SOLUTION WE OFFERED

The Robert Half recruitment team consulted with finance leaders to establish the project's current state and determine the skills required to enable the project.

The client required an experienced Project Manager with finance experience, well-developed communication and stakeholder management skills, and extensive experience deploying ERP systems.

Within a short timeframe, Robert Half found the right candidate for the ERP Project Manager role as well as two business analysts and three finance functional leads who could support the transition.

CLIENT'S RETURN ON INVESTMENT

The Project Manager immediately took control of the project and quickly identified the need for individual subject matter experts (business analysts/finance functional leads) for each finance line including AP, AR, General Ledger and Fixed Assets.

Under the leadership of the Project Manager, the team of business analysts and finance functional leads set up a new PMO structure. They were able to redefine the 'As Is' process, looking at process reengineering under the structure of the new system to enable minimal configuration to the system.

To eliminate costly disruptions to the business, the Project Manager drove the User Acceptance Testing (UAT) program. The UAT program ensured that data was accurate, bugs were fixed and employees were trained to use the system correctly before the 'go-live' date. The Project Manager also offered post 'go-live' support to further assist the business.

Despite the challenges experienced with the outsourced consulting firm, the Project Manager and wider team deployed the new ERP system with minimal disruption. The company was able to close out their month-end within one week – reduced from 28 days before the transition.

We can help you with your most complex talent sourcing needs.
Speak with a Consultant today or submit a job order form.