

CASE STUDY

MANAGING LARGE AND COMPLEX IT PROJECTS

Now more than ever it's a given: organizations need to extract the most value from each dollar spent on their business – on capital investments, on human capital, on operations. Tshibanda & Associates, LLC specializes in partnering with organizations to achieve optimal operational efficiency and maximize the investments made in systems and people.

We have a **proven track record** of applying our expertise and tools to deliver successful outcomes and long-lasting, measurable results to clients across many industry sectors.

We bring a **partnering mentality** to each engagement, and are committed to your success. Every project begins with a thorough understanding of your business and your unique needs.

At Tshibanda & Associates, we use a number of different methodologies to collect information about your organization, gain insight, and formulate and implement recommendations for your business. We involve both the process owners and senior leadership to promote knowledge transfer, ownership of results, and dedication to the implementation of recommendations. The following case study illustrates our approach and the value we deliver to our clients.



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The Problem:

A large municipality needed to replace several of its legacy back office systems. It had already selected PeopleSoft's financial, human resources, purchasing and payroll modules and had also identified a third party vendor to perform the integration work. However, the City needed assistance with negotiating the vendor contracts and then managing the overall implementation effort. Tshibanda & Associates was engaged to negotiate the contracts and manage this five year, \$28.5 million effort, which included leading the efforts of more than 70 City and vendor team members and the implementation of all four modules across all City departments.

Our Approach:

The first undertaking was to negotiate the contract with the software and integration vendors. We were able to draw on prior experience to identify opportunities for reducing proposed costs. These negotiation efforts resulted in a 20% cost savings for the city.

Once the contracts were finalized and the project was initiated, Tshibanda & Associates performed day-to-day project management of the system integrator and City staff throughout the course of the implementation. This included management of key issues, timelines, risks, communication, and priorities. It also included vendor management that focused on accountability, oversight and adherence to contract provisions. Recognizing that sound project governance and timely, informed decision making was key to the project's success, we provided all communication to the Steering Committee regarding status of the project and offered recommendations on key decisions. Throughout the project, we also complied with the City's project management standards by reporting through the City's Enterprise Project Management Office. In addition, we were selected to lead the change

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management activities throughout the business transformation associated with this large effort.

As the implementations were concluding, Tshibanda & Associates provided assistance to the City in establishing the appropriate ongoing postproduction support structure for the applications. This included establishing a three-tier help desk system, that consisted of both City and vendor-provided support resources. Analyses of the efficiency of these postproduction support systems were performed and appropriate changes in staffing levels, staffing experience, and processes were completed.

Tshibanda also led the City in the oversight of the training provided by the system integrator and worked jointly with the City in establishing the postproduction training programs necessary after the implementation was complete.

The Results:

Tshibanda & Associates was able to add value to this effort in measurable ways. Our contract negotiation efforts provided the City with a \$2.7 million savings. The project came in under its \$28.5 million budget – something you don’t often see in large-scale ERP implementations. The first payroll generated by the new system resulted in a 99.85% success rate. And at the end of the day, we provided our client with their foundational need – a system that they can use to effectively run their business.



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About Tshibanda & Associates, LLC:

Tshibanda & Associates, LLC is a Kansas City based consulting firm that offers a unique alternative to our clients: the same level of service, expertise, experience, standards and quality provided by world class consulting firms from a local and more responsive company. The company was founded in 2001, and is MBE- and DBE- certified. To find out more about our services, or to discuss ways that we can help you extract the most value from your business, contact Oscar Tshibanda, managing partner, at (816) 916-7171, oscar@tshibanda.com.

