SEI

ERP Assessment for a *Global Industrial Services Company*

→ Challenge

A $6B privately held global industrial services company was operating across multiple legacy enterprise resource planning (ERP) systems, many of which had little support and varying levels of customization. The organization relied heavily on internal teams and third-party providers to maintain these systems, while also managing a growing set of homegrown applications that were acquired but never fully integrated or consolidated.

→ Solution

SEI conducted an enterprise-wide ERP assessment and developed a phased roadmap to simplify the company's technology landscape. The solution focused on aligning people, process, and technology while reducing customization and long-term support risk. Key elements included:

- Recommendation to consolidate legacy ERPs into a single global platform, such as Oracle EBS
- Guidance on when to use ERP functionality versus third-party or existing applications
- Design of a global chart of accounts to enable real-time reporting
- Creation of a center of excellence (CoE) to centralize IT development and offer 24/7 support

→ Results

The ERP assessment and roadmap gave the organization clarity and direction for future transformation. Working together, this led to:

- A unified ERP strategy to replace fragmented, out-of-support systems
- Improved financial visibility through standardized reporting structures
- Reduced complexity by limiting customization and consolidating applications
- A foundation for lowering technical debt and long-term support costs
- A scalable model to support global operations more efficiently

AI & Technology

Change Management

Data Visualization

Product Management