# Case Study

## #2022-05

ERP Evaluation

**Client:** Large General Contractor with Self-perform division (Civil)

## Duration

July 2022 – October 2022

## Client Size

(Annual Revenue)

- ○ $10M to $50M
- ○ $50M to $200M
- ◉ $200M to $500M
- ○ $500M to $1B
- ○ Over $1B

## ERP Application:

- CMiC

## Other Related Applications

- UKG for Human Resources (HR)
- Austin Lane for Timecard

# Problem

Project Managers (PM) were not satisfied with the legacy PM application that was integrated within CMiC.

## Unique Challenges

CMiC platform was on an older version and had not been upgraded to more contemporary user interface (UI). Further, CMiC was not implemented well with a number of functions and capabilities not deployed. Management wanted to evaluate the enterprise resource planning (ERP) options, whether to remain on CMiC and upgrade or consider a new ERP.

# Approach

BCG performed an assessment of current business process and alignment with today's 'best practice'.

Working with the client, business processes were prioritized, and a strategy was developed on how best to improve processes, whether it was a process change or system approach. A system requirements list for CMiC was developed to evaluate if there was considerable opportunity for improvement and value to upgrade. BCG also assisted the client in developing an ERP strategy and identifying potential alternative ERPs for consideration.

# Resolution

BCG developed an ERP and Supporting Application Assessment workbook which summarized the observations, outlined the larger strategic decisions and smaller process decisions including recommendations. This provided the client with the framework to make business decisions on next steps.



## Client Testimonial:

### From IT Director:

*"BCG is extremely knowledgeable in all aspects of construction, and they did well in leading conversations, asking probative questions, and forcing us to think about how we're doing things".*