

# Enterprise Resource Planning (ERP) Advisory Services

## Market Need

The market for Enterprise Resource Planning (ERP) solutions—software licensing as well as consulting and integration services—continues to grow. The ERP market is constantly changing as vendors consolidate, products expand to incorporate customer-facing processes (e.g., customer relationship management), and supporting technologies evolve. ERP information is highly perishable; therefore, what was true yesterday may not be true tomorrow. ERP solutions are expensive, and customers need the latest information to make sound decisions and achieve better results.

ERP vendors continue to acquire best-of-breed vendors to broaden portfolios. Integration and other issues are profoundly affecting the choice between a single vendor solution and a best-of-breed approach. The ERP market appears to be entering another major technology transition phase as service-oriented architectures (SOA) threaten to exert the same disruptive effect posed by Internet and client-server architectures in earlier years.

Despite growing interest in ERP solutions, results continue to fall short of expectations. ERP projects are often large and complex. Success demands alignment with critical business goals, thorough planning and preparation, effective communication, and supportive analysis.



**Better Information, Better Decisions,  
and Better Results**

**ERP Advisory Services**

Many organizations simply do not have the knowledge, experience, or resources to establish a foundation for success by completing key front-end activities such as establishing a clear business case that aligns ERP goals with business strategies, identifying measurable improvement objectives, and establishing a clear and reasonable project scope. Although integrators possess the knowledge and resources to conduct many of these ERP advisory services, many organizations recognize the potential conflicts and select an independent third party to help them plan, monitor, and manage their ERP projects.

## Why Booz Allen

Booz Allen Hamilton, a leading strategy and technology consulting firm, has a long and successful track record of helping government and commercial clients leverage technology to solve business problems; improve business performance; penetrate new markets; and provide faster, better, and cheaper service to new and existing customers. Our ability to deliver these vital services rests on four key strengths:

- **Experience.** For years, Booz Allen's ERP professionals have written and conducted ERP market and vendor analyses, helping clients evaluate solution alternatives, develop "short lists," and select ERP vendors. We've written business cases to help ensure proper alignment of ERP objectives with corporate business goals. We've developed business, user, and functional requirements and put in place effective requirements management practices. We've also established, supported, and/or operated ERP program management offices.
- **Deep Knowledge of ERP Markets, Products, and Trends.** Through our experience, we have developed a thorough knowledge of the ERP markets, products, vendors, and trends. We maintain relationships with all leading ERP vendors to learn their products and stay abreast of evolving strategies, plans, and priorities. Many of our practitioners have backgrounds with leading ERP research organizations, software vendors, and top-tier integrators.

### About Booz Allen Hamilton

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 95 years. Providing a broad range of services in strategy, operations, organization and change, information technology, systems engineering, and program management, Booz Allen is committed to delivering results that endure.

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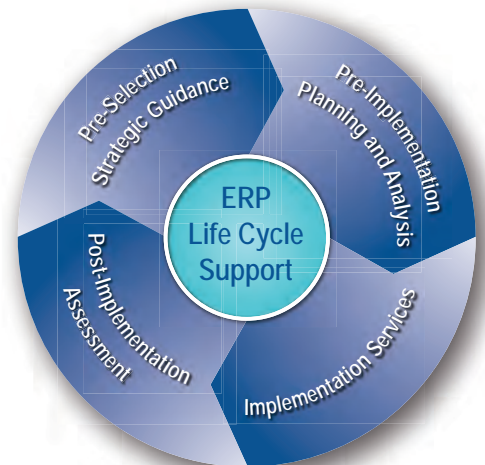
## Enterprise Resource Planning (ERP) Advisory Services

- **Practical, Proven Methods.** Although corporate experience and seasoned professionals are key to successful delivery of these ERP Advisory Services, so also are methods, practices, and tools that provide the right mix of formalized structure and client-specific flexibility. Our methods, practices, and tools are derived from industry leading practices and our own experience.
- **ERP Implementation Experience.** Booz Allen leads and supports ERP implementations using PeopleSoft, SAP, Oracle, and JD Edwards, among others. Our implementation experience provides us with deep knowledge of the ERP products and a keen awareness of the importance of these advisory services and the keys to avoiding the pervasive ERP land mines.

### ERP Advisory Service Offerings

Booz Allen offers an array of ERP Advisory Services that assist clients with essential efforts to adequately plan for, monitor, and manage ERP projects to fully leverage their transformational potential. Our advisory services span the entire ERP life cycle from initial project inception to post-implementation assessment. These service offerings can be delivered alone or bundled to meet specific client needs. Service offerings also can be tailored. For example, our ERP market analysis often includes an assessment of ERP solution providers and “best fit” recommendations. But our analysis can also focus on the implications of vendor consolidations (e.g., Oracle’s acquisition of PeopleSoft) or the effects of market trends on an ERP upgrade strategy.

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|-------------------------------------|--|
| ■ ERP Market Analysis               | ■ ERP Program Management                   |
| ■ ERP Acquisition Support           | ■ Requirements Definition                  |
| ■ Business Case Development         | ■ ERP Design Assessment                    |
| ■ ERP Upgrade Planning              | ■ ERP Infrastructure Design and Assessment |
| ■ ERP ROI Analysis                  | ■ ERP IV&V                                 |
| ■ ERP Business Process Optimization |  |
| ■ ERP Post-implementation Audits    |  |



### Sample Clients

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| ■ Washington Metro Area Transit Authority | ■ Department of the Navy                  |
| ■ Social Security Administration          | ■ Department of the Army                  |
| ■ US House of Representatives             | ■ Department of Health and Human Services |