



Challenge

ITC Transmission, with a mission to be a best-in-class transmission provider, was experiencing rapid growth, and its PeopleSoft 8.8 deployment (Supply Chain, Financials) was showing its age. PeopleSoft 9 offered many compelling features for ITC, but their 8.8 system was heavily customized, particularly Supply Chain.

Instead of doing piecemeal upgrades and breaking existing customizations—which would entail a lot of work for ITC’s relatively small supply chain staff—it decided to upgrade Supply Chain and Financials at the same time to version 9.

“We didn’t want to get into the old customize, upgrade, break, fix cycle,” says Denis DesRosiers, ITC’s CIO. “We needed to normalize on a new version and get on a schedule for upgrades all at once. Standardization was the impetus for the upgrade, along with the new value in Supply Chain 9.”

Solution

After some exploration, analysis and discovery, ITC decided to upgrade both Financials and Supply Chain to version 9, as well as add Supply Planning 9. It was a heavy, complex project, and DesRosiers knew he needed outside help to keep his team realistically allocated.

Before MIPRO was awarded the work, it sent a special consultant to ITC at no cost to help ITC validate its hardware infrastructure. This was invaluable to ITC, as it planned for a sweeping PeopleSoft upgrade and tried to ensure its hardware architecture was appropriate.

But something else actually stunned DesRosiers: MIPRO advised against an additional Supply Chain module because it was concerned ITC wouldn’t have the staff bandwidth to implement and maintain it.

“Not many consultants have the integrity to say, ‘You guys are going to waste a lot of your time and money if you go down this road,’” DesRosiers recalls. “MIPRO suggested that we take a step back to realistically decide if we could do this when many consultants would have simply taken the money and done the work.”

Even more notable was the team MIPRO put in front of ITC for the large PeopleSoft project. “We loved the team MIPRO put in front of us,” DesRosiers says. “Everyone here was really impressed with the team MIPRO put together for us.”



Company
ITC Transmission

Business
High-voltage electricity transmission

Headquarters
Novi, MI USA

2007 Revenue
\$617 million

Employees
2000 (employees + contractors)

Geographies
Central US and Canada

Engagement Focus
PeopleSoft SCM & Financials

Length of Engagement
14 months



Outcome

In 14 months, MIPRO successfully helped ITC upgrade PeopleSoft SCM and Financials 8.8 to release 9 and add PeopleSoft Supply Planning 9. All of ITC's customizations were preserved if necessary or absorbed into new version functionality. The project was an unqualified success.

"MIPRO made the strong suggestion early on that we sit down and candidly talk about risks, especially as they related to Supply Chain, which had lost some key personnel to merger integration activities," DesRosiers explains. "They worked with me to manage expectations so everyone here at ITC realistically understood the situation. Without this exercise, the project could have turned ugly with lots of finger pointing. MIPRO brought veteran forethought to the project."

"A big part of the project manager's job is to make the management aware of risks without sounding like Chicken Little, and MIPRO found that balance very well. And from past experience, I can tell you that sometimes that balance is never found. The project progressed smoothly and within time/budget boundaries, despite tight resources and an unforgiving schedule."

In Their Own Words

Looking back, DesRosiers reflects on what makes MIPRO a different kind of services firm.

"They were very good people, very forthright and open," DesRosiers says. "MIPRO consultants actually cared about the outcome. We have had experiences with big-name consulting firms where you know you aren't their first priority."

"From a culture standpoint, everyone at MIPRO proved to be very different in a good way," DesRosiers says. "MIPRO cares about our success, and the executive level support they provided was above and beyond."

"I can candidly say we had fun despite having a very aggressive time line in the middle of integrating a newly acquired company with not nearly enough internal resources, and we got it done on time and under budget. What more could you ask for?"