



CASE STUDY

WHEN A MERGER CREATES SIGNIFICANT PAYROLL CONSOLIDATION CHALLENGES

OPTIMIZE & EXECUTE

A Method-based Project Plan Produces Successful Conversion

THE BUSINESS CHALLENGE

Our client, one of the largest independent owners and operators of full-service hotels in the U.S., was facing a growing financial problem. When the company had been created from the merger of two large hotel groups the previous year, the two **existing payroll systems were temporarily left in place**. The goal at that time was to shift the entire payroll operation for all 136 properties to a new Oracle Financials implementation, for which a pilot project of 18 properties had been set up.

Unfortunately, the **primary vendor had not been able to stabilize the pilot system or convert any additional properties** to it. As a result three separate systems now existed, and a significant and **costly monthly effort was required to manually process**, reconcile and consolidate the results from the three. Management had publicly committed to a specific date for payroll consolidation, and the company needed expert help to meet this rapidly approaching deadline.

AGSI'S HIGH-LEVERAGE SOLUTION

AGSI developed a plan to lock down the legacy payroll systems to prevent further modifications and to limit changes to emergency system maintenance only. At the same time, we implemented **project management methodologies to reduce risk, control implementation system conversions and manage senior management expectations**.

With the current payroll situation stabilized, AGSI then focused on and revised the accounts payable (A/P) data conversion process itself. AGSI converted a small portion of property account data from the legacy environment to use as test cases. This live testing approach quickly revealed the limiting problems which were then addressed and resolved.

VALUE TO THE ENTERPRISE

Once the A/P data conversion process was stable, **AGSI implemented a phased program** to convert all remaining 118 account properties to the new Oracle Payroll and A/P system over an eight-week period, **enabling the company to meet its deadline successfully**.

IN BRIEF

CLIENT:

Hotel Owner/Operator of
136 properties

ENGAGEMENT:

Post-merger Payroll System
Consolidation Remediation

CHALLENGE:

After duplicate post-merger payroll systems swelled to three in a failed conversion, clear identification of issues was required along with a plan to put consolidation back on track

OUTCOME:

Conversion was stabilized after issue identification and live testing, and the new system was implemented successfully and on deadline for all properties