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Innovative IT Consulting, LLC

Innovative Thinking

Strategic Consulting

Superior Solutions



## **Case Study: Aceto Corp.**

**Who does a public company turn to when it needs to implement a new ERP system at the same time that Sarbanes-Oxley and other requirements are taxing its resources?**

Aceto, a publicly traded Chemical Importer and Distributor, evolved into an international diverse business with several distinct business units. Management recognized the need for a new company-wide ERP system but the intense time pressures and mounting reporting requirements imposed on a publicly traded company wouldn't allow the project to get off the ground. Here's how we helped.

### **Challenge:**

Over the past 15 years, Aceto's business had expanded internationally and evolved into a diverse business with three distinct business units. In addition to MSDS needs and requirements based on the handling of hazardous materials, the company is subject to intense regulatory scrutiny from the FDA, and fallout from 9/11 including the Bioterrorism Act and CT-PAT. Aceto was challenged to comply with the business controls and demands imposed by the Sarbanes-Oxley act. Based on all these changes, many activities were being done "off-system", in various logs and spreadsheets. The non-integrated nature of the legacy system did not permit monitoring of P/L and profitability on a real-time basis.

Management recognized the need for a new company-wide ERP system but the intense time pressures and mounting reporting requirements imposed on a publicly traded company wouldn't allow the project to get off the ground.

### **Making a strong business case.**

Innovative IT Consulting reviewed Aceto's business processes and requirements, and created a business case for approval of the project, answering key questions such as:

How long will it take to replace the legacy system?

How much will it cost?

What resources are needed?

What will the benefits be?

What solutions should we be looking at?



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### **The right project team structure and approach.**

After approval, Innovative assembled both a core management team, and a large, multi-functional team of project advocates and key user representatives to implement their detailed project plan. The three business units had a combination of similar and differing business processes, which created challenge for implementation as well as an opportunity for standardization and process improvement. Extensive piloting exercises were employed to get users comfortable with the new system without upsetting other company priorities. An extended implementation time line was developed to permit familiarization with the new system without causing any slow downs in ongoing workloads.

### **Tailoring the implementation approach to the situation. One-size does not fit all.**

Innovative worked with the selected software vendor to tailor the implementation approach to address Aceto's specific business and cultural characteristics. The heavy demands of a public company were balanced with the need to maintain steady progress. A parallel testing period was established and documented to provide confidence to the board of directors that every effort was being taken to avoid risk of business interruption. Finally, the groundwork was established for future business process improvement projects such as full integration with the suppliers and partners and replacing paper-based documentation with electronic forms.

### **Result:**

Innovative worked with the selected software vendor to tailor the implementation approach to address Aceto's specific business and cultural characteristics. The heavy demands of a public company were balanced with the need to maintain steady progress. A parallel testing period was established and documented to provide confidence to the board of directors that every effort was being taken to avoid risk of business interruption. Finally, the groundwork was established for future business process improvement projects such as full integration with the suppliers and partners and replacing paper-based documentation with electronic forms.

**Innovative IT Consulting helps small and mid-size companies use technology to facilitate growth and increase profitability through a unique combination of long term strategy and short term solutions.**



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