

Modernizing the Enterprise Without Slowing Growth

Embedded delivery leadership enabled core system modernization with confidence and control at global scale.

The Challenge

A global enterprise was executing **multiple, overlapping modernization initiatives while continuing to scale internationally**. These efforts were highly interdependent, leaving little margin for error.

The environment included:

- Legacy ERP and CPQ platforms were limiting agility and scalability
- Heavy reliance on Oracle-based programs alongside broader infrastructure transformation
- Multiple workstreams competing for the same internal SMEs and delivery leaders
- Ongoing operations that could not slow down while transformation was underway

The **client required proven delivery leadership** that could step in immediately, manage complexity, and keep critical ERP and enterprise initiatives moving without disrupting day-to-day operations or slowing global expansion.

The Approach

The Intersect Group partnered with the client using an embedded delivery leadership model, **providing ownership and execution strength** rather than incremental capacity.

The team:

- Deployed leaders who owned outcomes across ERP and enterprise workstreams
- Backfilled operational responsibilities to keep internal teams focused on strategic initiatives
- Integrated seamlessly with existing system integrators, PMO leadership, and partners
- Supported a phased, multi-year transformation across regions and business units

The Execution

Experienced leaders and specialists were embedded across the client's most critical programs, operating as a **true extension of the organization**.

- **10 ERP and enterprise specialists**, including Solution Owners, Business Analysts, and ERP engineers supporting Oracle-based finance, billing, CPQ, and data programs
- **4 infrastructure resources** responsible for business-as-usual data center operations during cloud and Oracle expansion
- **Delivery leadership** coordinating dependencies across global programs, internal teams, and external partners

The Impact



Sustained delivery timelines across multiple global ERP and enterprise modernization initiatives



Reduced execution and operational risk during periods of overlapping transformation and heavy capital investment



Increased program stability through leaders experienced in large-scale, real world delivery



Enabled internal teams to remain focused on growth, scale, and strategic priorities