

Leading Healthcare Service Provider Escapes ERP Chaos: How DCG Delivered the ‘Smoothest go live ever...’

Company Overview

The client is a leading global healthcare technology service provider headquartered in Tampa, FL. With a workforce of approximately 1,500+ employees, it supports thousands of healthcare organizations across geographies. Its technology platform powers essential operational, clinical, and financial processes, making a robust ERP system a critical foundation for its continued success.

Business Overview

The client’s operational backbone required a modern, integrated ERP system to manage finance and operations effectively. The client faced significant challenges after two failed attempts to implement Microsoft Dynamics 365 Finance & Operations (F&O). Each attempt was plagued by mismanagement, scope confusion, and stakeholder fatigue. They needed to regain control of their ERP journey and meet the expectations of both their board and frontline staff.

Business Challenge

Several interconnected pain points defined the client’s ERP crisis:

- **Two Failed Implementations:** Previous efforts by large global consulting firms left behind costly customizations and no clear path forward.
- **Eroded Trust:** Stakeholders lost confidence in external partners and their ability to oversee critical ERP decisions.
- **Decision Paralysis:** Scope creep and misaligned priorities paralyzed progress.
- **Demoralized Stakeholders:** Fatigued teams and disengaged end users.
- **C-Suite Pressure:** The CEO, CFO, and Board demanded immediate intervention and tangible progress.
- **Integrator Management:** The client needed to regain ownership of the ERP journey rather than being driven by outside forces.



Technology & Approach



Testimonial

Smoothest go live ever...

Constantly reaffirming DCG was hyper responsive!

How DCG Powered Recovery

Several interconnected pain points defined the client’s ERP crisis:

DCG stepped in to rescue their ERP environment with its proprietary SPEAR Framework—a comprehensive methodology designed to transform complex ERP initiatives from chaos to clarity. Over the course of the project, DCG systematically addressed every challenge and performed a zero-disruption go-live, restoring stakeholder confidence and strategic momentum.

- **SPEAR Methodology:** Provided clarity, alignment, and accountability at every step.
- **Finance & Operations Expertise:** Deep technical leadership in Dynamics 365 Finance & Operations (F&O) ensured robust architecture and seamless deployment.
- **Engineering Excellence:** Leveraged MuleSoft to integrate legacy systems, complementing Dynamics 365 rather than overshadowing it.
- **Radical Collaboration:** Multi-stakeholder engagement fostered trust and transparency.



Critical Implementation Milestones

- Comprehensive joint sessions, daily stand-ups, and executive steering meetings.
- Finance, AP, AR, IT/Integration were all tightly managed through DCG’s L1–L5 requirements framework.
- Dynamics 365 F&O was the core ERP, enhanced by MuleSoft integrations to connect custom connectors and legacy systems - supporting, rather than overshadowing, the Microsoft platform.
- Zero-impact go-live through detailed cutover planning and fallback contingencies.



Strategic Wins

- Empowered the client to own their ERP journey by aligning executives with operators through honest conversations about technology maturity, scope, and costs.
- Transformed demoralized teams into active participants by involving them in every stage of the journey.
- Turned external partners into aligned contributors, eliminating the adversarial dynamic that had stalled progress.
- Built a requirements structure to prevent scope creep, align budgets, and foster iterative decision-making. The client always knew what was being built and why.

How SPEAR Made the Difference

SPEAR creates a holistic approach to digital transformation readiness, empowering businesses to benchmark their current state, define their future state, and understand the real cost of getting there. It aligns executive vision with operational realities, ensuring that leadership stays in control.



Surveillance

1 Established concurrent visibility into data and processes. Helped the client understand how fast they were “going” and where operational blind spots existed.



Performance

2 Implemented reliable KPIs and dashboards (e.g., Power BI) to diagnose issues and distribute metrics, rebuilding trust in the data.



Excellence

3 Defined repeatable, documented processes, ensuring that every module (Finance, AP, AR, IT/Integration) was treated like a product with owners, standards, and quality benchmarks.



Automation

4 Identified opportunities for system automation—always grounded in validated performance metrics. Ensured readiness before automation investments were made.

Requirements & Roadmap (L1–L5)

Leveraged the L1–L5 framework throughout the process to decompose the solution: from defining strategy and scope (L1), to detailing modules and capabilities (L2), outlining software needs and identifying gaps (L3), planning customizations (L4), and engineering requirements (L5). This ensured total transparency and client control without any mystery or surprises.]



Engineering Delivery

6 Deployed iterative engineering sprints that were scrum-based, fully documented and had defined DevOps processes.

Key Benefits

Seamless Go-Live

Achieved with zero business disruption.

Cost Avoidance

Prevented further financial losses by avoiding yet another failed implementation.

Stakeholder Confidence

Renewed trust in the ERP journey as a strategic enabler.

Clarity & Alignment

Clear line of sight from executive goals to frontline tasks.

Cultural Transformation

Teams now view problems as opportunities, excited to find bugs because they trust the process is working.