



Transport for Greater Manchester Case Study

Challenge

Transport for Greater Manchester (TfGM) is the local government body responsible for delivering Greater Manchester's transport strategy and commitments. More than 5.6 million journeys are made across Greater Manchester's transport network each day.

TfGM have been using SAP as its core management information system since 2008. Several issues were identified, including the expiry of the support and maintenance contract and a range of functionality type issues gathered from across multiple business areas.

In mid 2021, TfGM decided they wanted to find a delivery partner to help them undertake a 'Discovery exercise' that would assess their current and future needs and look at other ERP options available

on the market. Outputs included an outline business case, options appraisal, redesigned process maps and functional requirements. Caja were appointed as this partner.

Solution

Caja worked with TfGM across an initial 8-week schedule. The collaborative approach included workshops with corporate functions and end users (As Is and to Be), one to one interviews with key stakeholders, business engagement sessions, market research, user surveys, vendor demonstrations, analysis of data across all functional areas and use of best practice processes and practices.

Outcomes

Caja helped TfGM identify how the future ERP and wider business transformation could provide opportunity for extensive business changes that would ultimately enhance performance, growth and service delivery.

This included:

- Introduction of efficiencies across the business from; workflows and standardisation, automations, improved collaboration, standardised approvals, improved tracking and transparency, improved data visibility and reliability, enhance compliance, flexibility in services, improved governance; improved supply chain and supplier management
- Ability to support the strategic objectives of TfGM business and Transport Strategy
- Ability to accommodate current covid climate and new landscape of ways of working
- Realisation of financial benefits such as:



potential savings from ongoing reduced opex for operating the system; and opportunity costs (efficiency savings) within Functional areas (between £70K up to £21m)

To support TfGM in their decision making and future pathway Caja also provided:

- A full Options Appraisal which evaluated six leading market vendors
- A Total cost of Ownership model to help support TfGM decision-making and any future modelling
- Functional Specifications, to support TfGM on their route to market
- Redesigned Level 1 and Level 2 process models for in scope functional areas
- Road map and recommendations for delivery