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Enterprise Transformation: Clayton Homes' Journey with Oracle Cloud

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Speakers

Martin Hayward – Grant Thornton
Director



Martin Hayward is a manager in Grant Thornton's technology modernization practice, leading teams to develop innovative enterprise transformations through the power of Oracle Cloud Applications. He is a seasoned Oracle practitioner with more than 20 years of experience implementing Oracle products in manufacturing environments.

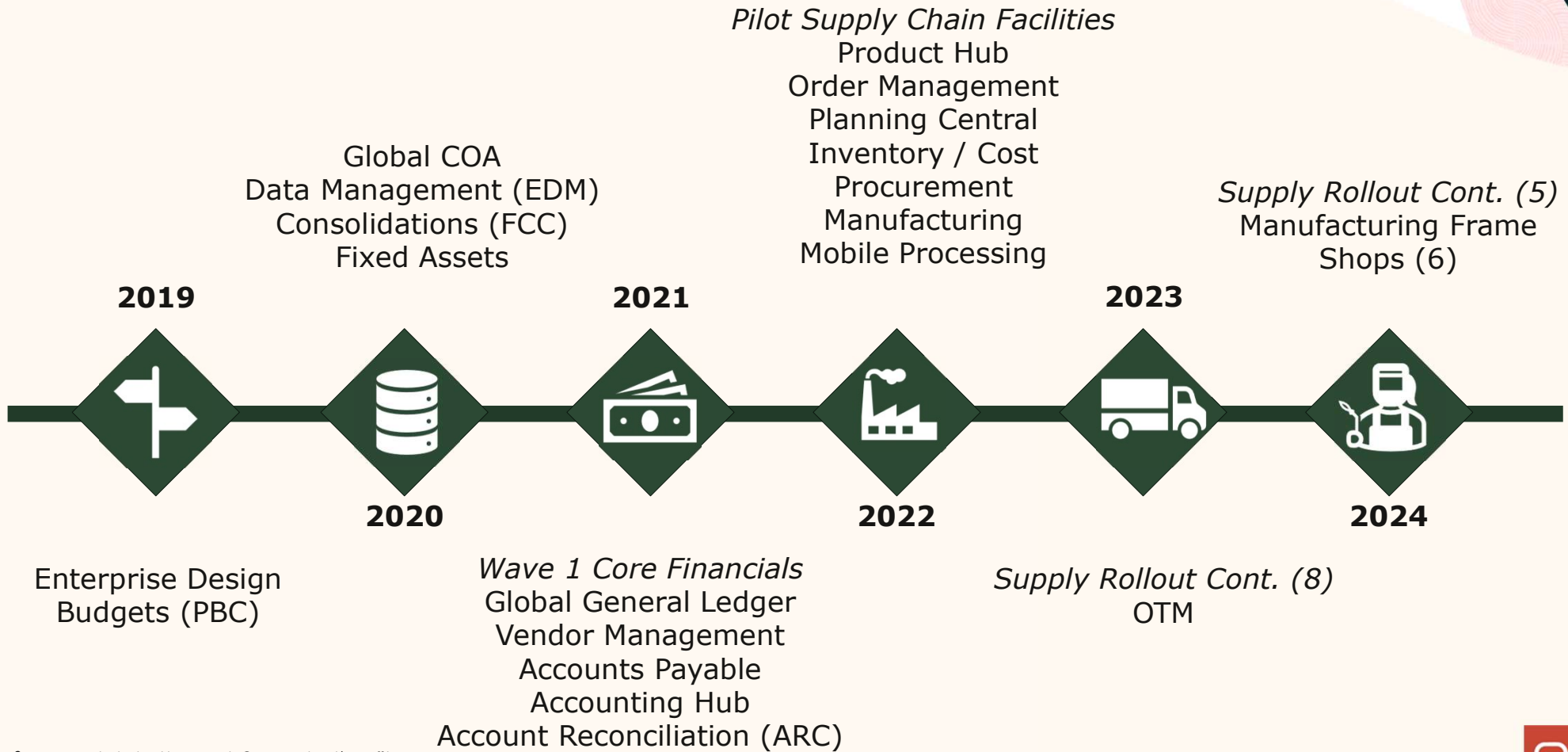
Steve Quante – Clayton Homes
VP Home Building & ERP Technology



Steve Quante is Vice President of Home Building and ERP technology at Clayton Homes, where he has worked for six years. With over 30 years of experience as a technology leader, he has expertise in technology strategy, program and project management, program delivery, and business intelligence and analytics. Before Clayton, Steve spent most of his career leading technology transformation initiatives across multiple industries, including consumer packaged goods, media, financial, healthcare, and manufacturing.



Our Journey So Far



Building and maintaining support throughout all levels of the organization over time



- Do
- Define mission, vision, purpose
 - Communicate early & often
 - Find early wins, celebrate success
 - Dedicate resources when possible
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- Don't
- Forget the entire organization, it's not just executives
 - Assume initial program support means perpetual program support
 - Portray less effort or investment than required



Make the tough decisions required to arrive at an implementation roadmap



- Do
- Keep the “why” front and center
 - Identify and empower decision makers
 - Remember that protracted decision making will stall progress

- Don't
- Expect every decision is the right decision. The worst decision is no decision
 - Fail to document decisions to make them stick
 - Fail to contingency plan



Managing transformational change



- Do
- Really make Organizational Change Management a top priority
 - Act as the CRO (Chief Reminding Officer)
 - Demonstrate empathy for the project team and impacted users
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- Don't
- Assume everyone knows about the change, even if told
 - Avoid detractors, embrace them
 - Forget to celebrate



Hand-off from implementation team to sustaining team



- Do**
- Build a strong sustaining team with capable Team Members
 - Sustaining team takes ownership and accountability for ongoing success
 - Include the sustaining Team Members in key testing and go-live activities
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- Don't**
- Make it a part-time responsibility
 - Transition to the sustaining team without proper training & documentation
 - Transition to the sustaining team without system stability



Continuous improvement approach



- Do
 - Give space for innovation, exploration and continuous improvement
 - Apply lessons learned at every milestone / go-live
 - Executives and managers foster a culture of continuous improvement

- Don't
 - “Keep score” or be overly critical of the program team for small miscues
 - Fail to build lessons learned time into the schedule
 - Forget that the operations that are live also need ongoing care

Seek maximum leverage from the platform throughout the lifecycle



- Do
- Say, and say again, 'it's a journey'
 - Align portfolio of enhancement requests to overall implementation roadmap
 - Work with Oracle & the community (enhancement requests, user groups, advisory councils, product roadmaps)
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- Don't
- Make the go-live a one-time event
 - Underestimate the value of crawl, walk, run
 - Forget to maximize your investment by walking and running





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Questions

