



## **CASE HISTORY - \$40MM IT PROJECT FOR TROPICANA PRODUCTS BRADENTON, FLORIDA**

**BACKGROUND:** CASE Masters was an Atlanta, GA based, boutique software consulting firm doing under \$1M in annual revenues, specializing in Computer Assisted Systems Engineering (CASE Tools) with emphasis on Texas Instruments COOL:Gen CASE Tool. Two principal stockholders were systems engineers, possessing minimal managerial, marketing or sales experience. The owners recruited John L. Nelson to join the firm as Vice President. The assignment; rapidly increase revenues and profits by acquiring new domestic clients. Tropicana Products was the first major client John Nelson secured for CASE Masters.

**PROJECT SUMMARY:** The proposed Tropicana application was a here-to-four un-tested marketing concept, designed for Tropicana by Booz Allen Hamilton. The Booz Allen Hamilton strategy replaced the traditional sales force with contract negotiators, emphasizing only one negotiation per year per client. Annual contracts included all annual and seasonal specials, marketing campaigns, advertising sharing, and volume discounts. The uniqueness and complexity of these negotiated agreements posed considerable challenge to the IT software development team, particularly as relates to computing price based on volume discounts, order fulfillment and rebates. Price Waterhouse Consulting was initially hired to develop the system. Operating under a Tropicana imposed deadline, Price Waterhouse pleaded to develop the application in three distinct parts (3 stove pipes) and combine them into one system at a later date. Mid way through the Price Waterhouse project, Tropicana IT determined that the three separate system approach was unworkable, risking total failure of the application objectives. CASE Masters was assigned the mission of reconciling the three stove pipe systems into one elegant system. The business drivers were clear: decrease screen response for the negotiators, integrate disparate databases, stabilize system reliability, reduce manual/clerical errors and reduce maintenance time and expense. The architecture was Client/Server, UNIX/ORACLE (HP) and Windows NT. The software development tools were COOL:Gen (CASE Tool), SQL, C and Visual Basic. CASE Masters project assignment required full life cycle project management responsibility for three concurrent, complex, highly integrated systems, developed in parallel. This was a nontrivial assignment.

**OUTCOME:** According to Tropicana senior management, the underlying business concepts incorporated into these applications were primarily responsible for Tropicana gaining a 30% market share over Minute Maid (division of Coca-Cola) within a three-year period. CASE Masters consultants reached a high of 18 on-site and 2 off-site. Total duration of the consulting relationship spanned 8 years and generated approximately \$24 million in fixed fee and time and material revenues for CASE Masters. John Nelson was responsible for selling the account, negotiations, engagement contract, initial project manager, project planning, project staffing, project reporting and was CASE Masters executive liaison to the client. The success of this high-visibility project positioned CASE Masters as one of the premier software development vendors in the U.S.