

CASE STUDY

Restoring Confidence and
Delivering Agility for a Nordic
adventure travel company

Client Overview

A Nordic adventure travel company, offering immersive expedition cruises to some of the world's most remote destinations, following a strategic split from its luxury cruise counterpart, engaged Inciper towards the end of a long and complex digital transformation to support and validate the health of the implementation.

Challenge

The company had initially partnered with a Norwegian systems integrator to implement Microsoft Dynamics 365 Finance & Operations (F&O) and Human Resources. However, as the October 1st go-live date approached, the relationship between the client and the incumbent partner deteriorated due to:

- Rigid delivery approach: The incumbent lacked flexibility and was unwilling to adapt to the companies evolving needs.
- Poor communication: A breakdown in dialogue left the client uncertain about the project's status and readiness.
- Loss of key personnel: A contractor overseeing the implementation was due to leave, creating a gap in continuity.

With confidence in the project waning, the client sought a second opinion and a potential new partner to ensure a successful go-live.

Solution

The company reached out to Inciper, a Microsoft Dynamics partner, based on a recommendation and a direct inquiry via the Inciper website. Inciper proposed a Solution Assessment (RAG Report) to evaluate the current state of the implementation.



Key Findings

- The assessment covered 137 areas within Dynamics 365 F&O.
 - 24 Red
 - 57 Amber
 - 56 Green
- Despite the concerns, the system was in a better state than the client had feared. However, the relationship with the incumbent was beyond repair.

Incipers Approach

- Agile and responsive: Inciper offered a larger, more flexible team capable of adapting to shifting priorities.
- Collaborative transition: Worked alongside the incumbent to support go-live and ensure knowledge transfer.
- Expertise-driven: Specialists across ERP, HR, and finance provided targeted recommendations and support.

Outcome

The client successfully went live with Dynamics 365 F&O and HR on October 1st, with Inciper providing hypercare support immediately after.

Post-Go-Live Success:

- Managed Services Win: Impressed by Incipers expertise and communication, Inciper was awarded with a three-year managed services contract.
- Integration Ownership: Inciper took over responsibility for multiple complex integrations, with key systems across:
 - 2 x Finance systems
 - Cruise booking system
 - Shipboard operations
 - HR
- Future Opportunities: Discussions are underway for Power BI reporting and further enhancements.

Key Takeaways

- Agility and communication are critical in complex ERP implementations.
- A solution assessment can restore confidence and provide clarity during project uncertainty.
- Strong partnerships are built on trust, responsiveness, and technical excellence.

Client Quote

“Inciper gave us the confidence we needed at a critical time. Their team was agile, knowledgeable, and exactly what we needed to get over the line.”