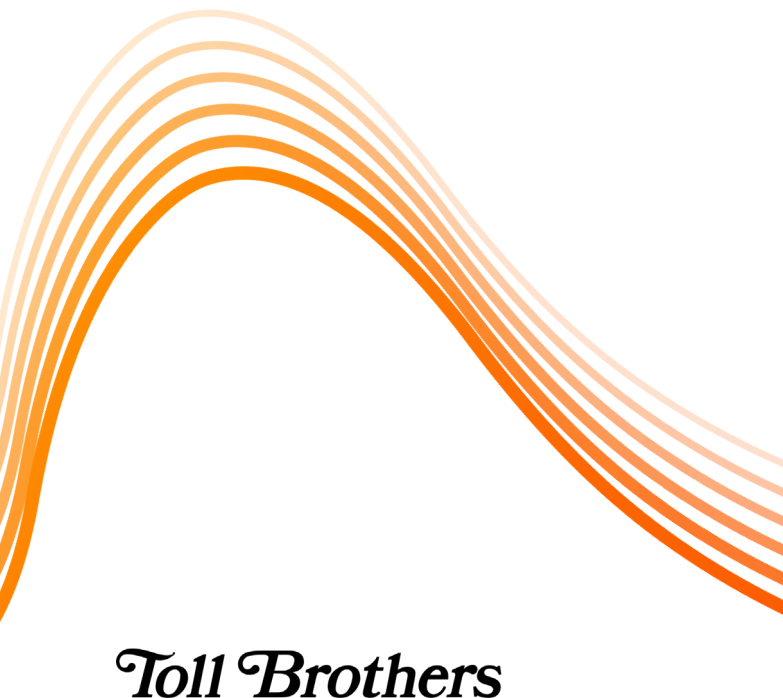


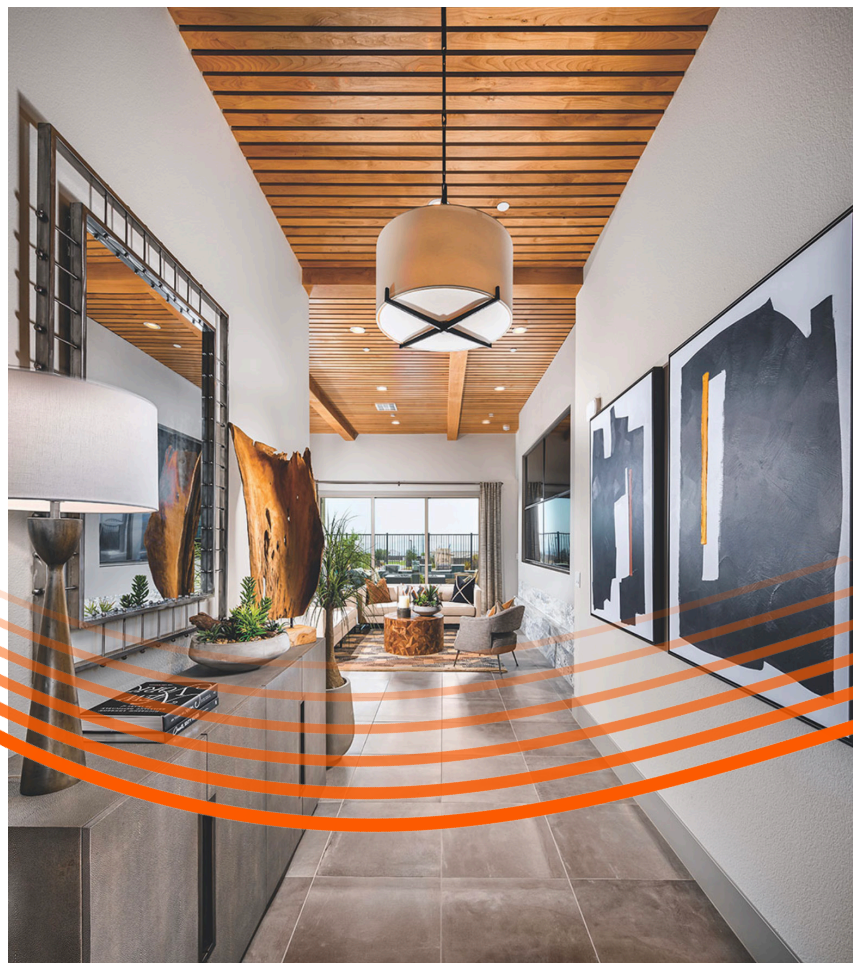
# Scaling for Success: How a Strategic Partnership and ERP Upgrade Accelerated Business Growth

**Client:** Toll Brothers Inc.

**Industry:** Homebuilding



**Toll Brothers**  
America's Luxury Home Builder™



## Challenge

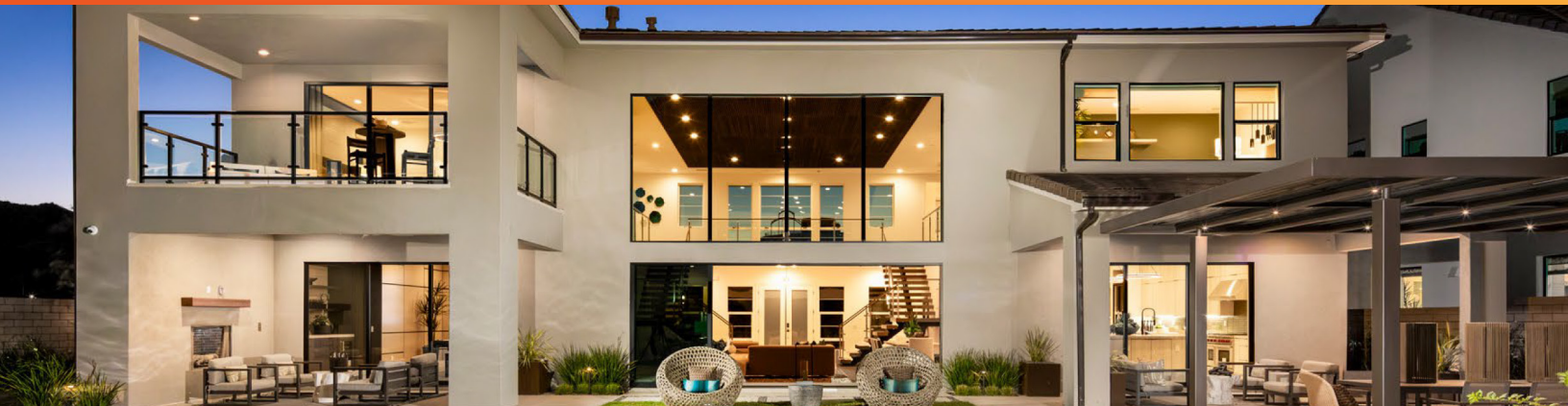
- Fragmented technology stack causing inefficiencies
- Inability to support ambitious growth plans with existing infrastructure
- Outdated ERP system posing business risk

## Solution

- Oracle's JDE EnterpriseOne as new ERP system tightly integrated with CRM, Production Scheduling, and Customer Care portals
- Three-pronged strategy for data conversion, managed support, and software enhancements
- Automated data conversion process

## Results

- Streamlined and integrated technology platform
- Complete, accurate, and timely data insights
- Doubled revenue during the project while maintaining company headcount



Toll Brothers, Inc., a Fortune 500 company, is one of the nation's leading builders of luxury homes. Founded in 1967, Toll Brothers builds in over 60 markets in 24 states. It is an end-to-end business that Toll Brothers operates, with its own land development, architectural, engineering, lumber distribution, house component assembly, manufacturing, mortgage, title, insurance, smart home technology, and landscape subsidiaries.

## Overcoming a fragmented and outdated technology landscape

Toll Brothers faced a significant operational roadblock. The technology environment was a patchwork of disjointed, custom-developed applications, which required significant manual intervention, stifled efficiency, and was incapable of supporting the company's ambitious growth plans. The critical ERP system, Oracle's JD Edwards (JDE) World, was approaching being out of support with Oracle, posing a substantial business risk.

Toll Brothers required a new installation, and selected Oracle's JDE EnterpriseOne (E1). The initial attempt to modernize with JDE E1 did not meet the aggressive timelines required by the business. Toll Brothers IT turned to Argano to develop an automated, repeatable data conversion process. The challenge was immense: not simply implementing a new system but converting a massive backlog of data from over nine internal systems into the new ERP and integrated CRM, production scheduling, and customer care systems, a far more complex task than a "net new" implementation.

With the company continuing to grow, the solution had to be deployed without disrupting ongoing operations.

## Driving operational excellence through a strategic approach

Toll Brothers engaged in a rigorous search for a new implementation partner that included a specialized test to gauge the partners' level of expertise in the homebuilding industry and the JDE E1 homebuilder modules in use.

Argano demonstrated the deep domain knowledge and strategic guidance required for the complex project, and the new partnership was built on a three-pronged approach designed to deliver immediate and long-term value:

### 1. Data conversion and

**implementation:** Argano and Toll Brothers collaborated to develop a comprehensive conversion methodology. Argano brought

strong project management and deep JDE subject matter expertise to the table, successfully mapping over eleven legacy systems to E1 and creating an automated, scalable process. When issues would arise, Argano's leadership took ownership, solidifying the trust essential for the partnership. The implementation was rolled out in strategic phases, starting with a few divisions and quickly scaling to five at a time, allowing the project to proceed "like clockwork" without impeding business growth.

### 2. Software enhancements:

As part of this transformation initiative, Argano provided ad-hoc development for critical software enhancements, including

a successful series of improvements around the sales and design studio platforms, delivered on time and on budget. These enhancements were crucial in driving business value by improving sales efficiency and enhancing customer experience.

### 3. Managed support services:

Argano's 24/7/365 help desk support reduces the administrative burden on Toll Brothers' internal teams and enables them to focus on higher-value activities. This ongoing support also ensures their ERP system stays up-to-date and running smoothly, effectively future-proofing their business operations.



## Unlocking unprecedented efficiency and growth

The JDE E1 implementation, powered by the Argano partnership, has been transformational for Toll Brothers, yielding significant, measurable results across the organization.

• **Scalability and productivity gains:** Toll Brothers has successfully doubled its size – in total community count, home deliveries, and total revenue (from \$5B to \$10B) – while maintaining a flat overall headcount. Productivity is up almost 40% with home deliveries per employee up from 1.6 to 2.2, and revenues per employee up almost 60% from \$1.4 million to \$2.2 million.

• **Significant financial improvement:** The massive growth in revenue. SG&A as a percentage of revenue is down 27% since JDE E1 was implemented, from 12.4% to 9%.

• **Foundation for future innovation:** The E1 implementation created a streamlined and integrated technology platform that has become the foundation for Toll Brothers' next wave of technological maturation.

*“Argano brought a strategic approach to the implementation, strong project management and smart subject matter experts. The team has done a phenomenal job and Argano has always delivered.”*

- John Critikos, Senior Vice President and Chief Information Officer of Toll Brothers, Inc.

The partnership with Argano has been a cornerstone of Toll Brothers' success, extending far beyond the initial ERP implementation. By providing a responsive and reliable team, Argano has enabled Toll Brothers to navigate complex challenges and maintain operational efficiency. This ongoing support has proven invaluable, allowing the company to focus on driving business growth and meeting customer demands. As a result, Argano has become an integral part of Toll Brothers' operational fabric, delivering tangible benefits that directly impact their bottom line.

## About Argano

Argano is the first and largest Global Specialist Consultancy exclusively focused on the design and delivery of High-Performance Business Operations with our AI-forward approach to transformation. We pioneer intelligent and connected solutions for our clients' operational environments across customer engagement and service, revenue management, finance and planning, supply chain, and workforce optimization, driving both efficiency and the agility to innovate product, service, and organizational design at the speed of today's market. Competitive advantage, cost optimization, customer satisfaction, and sustainable growth are our North Stars and our promise to our clients. Learn more at [argano.com](https://argano.com).



To explore how Argano can support your business goals, contact us at [info@argano.com](mailto:info@argano.com).

