CASE STUDY

Project Apollo: Pence Companies modernizes key business systems with Oracle Cloud Applications

CUSTOMER	INDUSTRY	LOCATION
Pence Companies	Construction	Oregon, USA

CUSTOMER PROFILE

With roots dating back to 1949, Pence Companies is an Oregon-based family of construction service businesses with a mission of Building space for people to flourish®. The organization comprises three distinct lines of business: Pence Contractors, a general contractor; Pence/Kelly Concrete, a specialty concrete subcontractor; and Beaver Equipment Company. Together, they employ approximately 360 people and have experienced significant growth in recent years, expanding throughout the Pacific Northwest and beyond.

BUSINESS NEED

With Pence's rapid growth, it became apparent that legacy systems were limiting analytics and constraining insights, while burdening employees with time-consuming manual tasks such as data exports from Excel.

Leadership had set themself a Big Hairy Audacious Goal: Our people will change the industry standard for what a great contractor experience is. They recognized that they needed a modern, integrated cloud system to help them achieve it. They needed a system that would support growth and enable staff to focus on higher-value analytical work rather than battling frustrating processes and manual workarounds.

> "Our people will change the industry standard for what a great contractor experience is. That drives where we're going and really requires robust, reliable, and innovative systems to achieve success."
>
> **Elisabeth Kenaston**
> Chief Financial Officer

SOLUTIONS

Project Apollo began with system exploration in late 2020. Pence selected Oracle Cloud Applications as their foundation, choosing the 'best of the best' for finance and analytics, while retaining construction project management tools where they fit best.

Pence selected Inoapps as their partner to design and deliver a phased implementation:

- **Phase 1:** Human Capital Management (HCM) to be implemented first, recognizing payroll accuracy as a critical priority, utilizing Time and Labor extracts for payroll and for Job Costing in Finance.
- **Phase 2:** Broader Enterprise Resource Planning (ERP) for finance, plus initial integrations that included an APEX-based forecasting tool, while some legacy project systems remained in place.
- **Phase 3:** Ongoing enhancements to extend project management capabilities and remove remaining legacy dependencies.

The Oracle contract was signed in May 2021. Implementation commenced in July 2021 and go-live was achieved in August 2022. Custom extensions were delivered using Oracle APEX, including a forecasting application Pence had previously commissioned, integrated with Oracle Cloud Applications.

Continuous optimization proceeded after go-live, along with a phased evolution from Pence's existing project management platform to best of breed tools.

OBJECTIVES

- Select a future-ready finance platform that supports long-term growth, reporting, and data analytics
- Reduce duplicate data entry and improve accuracy by enabling consistent, governed data across systems
- Modernize key finance processes (including chart of accounts and construction-specific requirements such as retention/compliance tracking)
- Enable employees to shift from transactional processing to analysis and business partnership
- Improve forecasting and trend visibility and reduce cost uncertainty and project risk through better data and automation
- Deliver a phased rollout that protects critical processes (payroll first), while building momentum for a broader transformation. The program was named Project Apollo.

OUTCOMES

- Established a scalable, future-ready finance and HR foundation to support continued growth.
- Improved data integrity and reduced manual effort by shifting from duplicate entry toward governed, automated processes.
- Modernized legacy processes, including chart of accounts redesign, with a focus on long-term reporting and analytics needs.
- Built strong organizational engagement by involving employees at multiple levels in design decisions, helping teams take ownership of new ways of working.
- Ensured greater confidence in financial data to support growth and decision making.
- Delivered a transformation program covering 86 functional processes and 17 data-migration conversion areas, establishing a robust foundation for scale and ongoing optimization.

> "The entire process of this implementation was really powerful. Getting folks from every level of the business involved in design decisions helped with a lot of buy-in and feeling like they have had a say in their future and how things run."
>
> **Elisabeth Kenaston**
> Chief Financial Officer

PRODUCTS & SERVICES

Products

Oracle Cloud Human Capital Management

- Oracle Cloud Enterprise Resource Planning (ERP): Finance, Supply Chain & Inventory
- Oracle Cloud Human Capital Management (HCM): Core, Absence, Time & Labor
- Oracle Analytics Cloud Services
- Oracle Integration Cloud

Services

- Program delivery
- Design workshops
- Configuration
- Testing
- Go-live support

WHY INOAPPS?

Pence Companies chose Inoapps as a trusted implementation partner for Project Apollo, valuing their deep Oracle and construction expertise, collaborative approach, and commitment to understanding their unique business needs. Inoapps set realistic expectations, helped prioritize phases, and supported a lean internal team through every challenge, ensuring the transformation was tailored, transparent, and delivered with confidence.

> "Working with a partner who shares your values, and where there's trust and respect, makes all the difference. Inoapps took the time to understand our business and challenges. Their approach wasn't one-size-fits-all. It was tailored, collaborative, and focused on what mattered most to us."
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> **Elisabeth Kenaston**
> Chief Financial Officer

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