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TRI-STATE GENERATION & TRANSMISSION

Restoring Confidence and Driving Transformation Across Oracle Cloud

Tri-State Generation & Transmission Association is a not-for-profit wholesale power supplier serving 40 member utilities across Colorado, Nebraska, New Mexico, and Wyoming. Through its network, Tri-State helps deliver electricity to more than one million consumers throughout the rural western United States.

As part of its modernization strategy, Tri-State implemented Oracle Cloud applications across finance, supply chain, project management, workforce management, and utility operations. However, following go-live, the organization encountered challenges that affected critical business processes, integration reliability, reporting accuracy, and stakeholder confidence in the platform

The Challenge

After deploying Oracle Cloud ERP and Oracle Utilities Work and Asset Cloud Service (WACS), Tri-State encountered a range of operational and technical issues across multiple business functions. These issues affected month-end close processes, project cost visibility, financial controls, reporting accuracy, and overall trust in enterprise data.

Challenges included:

- Financial reconciliation and accounting issues impacting core finance processes.
- Inaccurate project costing and reporting within Oracle Project Portfolio Management (PPM).
- Payroll and workforce costing gaps affecting labor allocation.
- Integration challenges across Oracle Fusion applications, WACS, Primavera Unifier, Primavera P6, and Oracle EPM.
- Limited alignment between planning, budgeting, execution, and reporting processes.
- Longstanding audit and compliance concerns that had remained unresolved since the initial implementation.

Tri-State needed a partner with deep Oracle expertise to assess the environment, prioritize improvements, and establish a roadmap that would deliver both immediate remediation and long-term transformation.

Broadpin's Approach

Broadpin began with a comprehensive enterprise-wide assessment covering Oracle ERP, EPM, PPM, SCM, WACS, Primavera Unifier, Primavera P6, and the associated integration landscape. The objective was to identify root causes, evaluate business impact, and create a prioritized path forward.

The assessment examined people, processes, technology, integrations, and data flows across the entire environment. More than 100 findings were documented and organized into a structured remediation roadmap aligned with business priorities and operational deadlines.

With a clear plan, Broadpin delivered a phased remediation program to restore financial integrity, improve operational efficiency, strengthen integrations, and increase confidence across the Oracle ecosystem.

Key initiatives included:

- Resolving financial and accounting issues affecting requisitions, purchasing, payables, and cash management.
- Improving project costing and labor allocation capabilities.
- Establishing enhanced regulatory and financial reporting processes.
- Strengthening invoice automation and financial controls.
- Restoring and optimizing integrations across Oracle Cloud applications, Primavera solutions, and WACS.
- Aligning project planning, execution, forecasting, and reporting processes across the organization.

"Broadpin has really helped us with this Oracle Cloud Platform, and I would say that they've had a major impact on our ability to stabilize this platform. As Broadpin proved that they can deliver, we started giving them more work. We originally contacted Broadpin because they are experts in project management and implementing project management software. That was our original contact point. We've since discovered that they know a lot about ERP in general. Now that we've got our financials stabilized, this is why we moved on now to re-implement Unifier and create a solid, stable, integrated capital project system. Without Broadpin, there's no way we could pull that off." – Jameel Qazi, Senior Manager of the Technology Office, Tri-State Generation and Transmission Association, Inc.

Capital Portfolio Transformation

A major component of the engagement focused on improving Tri-State's capital project management capabilities. Broadpin assessed the existing Primavera Unifier deployment and identified opportunities to better support enterprise-wide capital planning, governance, and execution.

Based on the assessment findings, Broadpin designed a roadmap to establish a more integrated capital portfolio management framework across the organization's planning, approval, execution, and financial management processes.

This approach connects project ideation, portfolio planning, financial governance, project execution, and operational delivery through a unified Oracle ecosystem, providing greater visibility and control across the capital lifecycle.

Results and Business Impact

Broadpin's assessment-led approach enabled Tri-State to address critical issues while creating a foundation for future growth and modernization. Key outcomes included:

- Resolution of long-standing financial and audit-related deficiencies.
- Improved month-end close processes and stronger financial controls.
- Greater accuracy in project costing and reporting.
- Enhanced visibility into capital investments and project performance.
- Stronger integration across Oracle applications and connected systems.

- Reduced manual effort through process automation and improved data quality.
- Increased confidence in enterprise reporting, planning, and decision-making.

By combining remediation with strategic transformation, Tri-State established a stronger foundation for managing financial operations, capital programs, and long-term business objectives.

Why This Matters for Your Organization

Many organizations invest in modern cloud platforms but struggle to realize the expected business value when processes, integrations, and governance aren't aligned.

Tri-State's experience demonstrates the importance of a holistic approach that addresses people, processes, technology, and data together. Enterprise transformation is not simply about implementing software. It requires a clear roadmap, strong governance, and the expertise to connect business objectives with technology outcomes.

Whether the goal is to improve financial operations, strengthen project controls, modernize asset management, or optimize capital portfolio performance, a structured approach can help organizations accelerate value while reducing risk.

About Broadpin

Broadpin is a trusted Oracle partner with global reach and deep local expertise, supporting 650+ clients across 30+ countries and 15+ industries. We help organizations maximize the value of Oracle's cloud, ERP, EPM, project management, and industry-specific solutions through consulting, implementation, managed services, and continuous innovation.



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Your solution is here.