

Building for the Future

A global building materials manufacturer decided to implement a new complex ERP system with the roll-out starting in the US followed by subsequent phases in Europe and finally Asia. With the new system selected, key representative business users from all three regions were assigned to the initial configuration meetings, prior to the commencement of the US roll-out. At this meeting it became apparent that there were going to be numerous conflicting requirements.

Challenges

The client faced a number of challenges in consolidating the varied requirements from their business users. These included:

- Competing priorities from different functions and geographies with insufficient cross-functional collaboration
- Lack of change management experience in-house and a reluctance to adapt to change
- A very strong resistance to change business processes during the planning and implementation phases to minimize business disruption
- Essential business leads could too often be distracted by business as usual needs, becoming disengaged from the implementation process

pmX Proposition and Solution

pmX were engaged in a Solution Integrator (SI) role with specific responsibilities for consolidating the varied requirements and delivering the business benefits of the new system to the client. pmX provided the following:

- A clear determination of the change drivers and capability gaps within the organization
- Straightforward guidance on what could be achieved at each step of the process taking into account the ability to change within each part of the business
- Realistic planning, based upon available resources, setting short-term sprints towards strategic goals rather than marathon spans of activity
- A focus on facts, impacts and alternatives to ensure that good collective business decisions were made every day

Impact

The benefits to the client from working with pmX included:

- Constant reinforcement that the process was providing an integrated business solution not just a new technology platform
- Focus on the desired functionality and business impact of the new system
- Management and mitigation of the risk profile at every stage of the process
- A reporting framework, throughout the installation period, that provided outcomes and deliverables not just numbers and metrics

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