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Case Study

ERP package enabled business transformation

Background

The client is a mid-sized manufacturer and distributor of industrial sanitation products and services. The sponsor was the CEO. The client had made an IT decision to implement a new Enterprise Resource Planning (ERP) system, but hadn't fully thought through how it could impact their business model and improve customer satisfaction and loyalty. They also didn't appreciate the change management implications required to engage the employees in the process, to ensure success.

The Solution

We worked with the CEO and the executive team to launch a business transformation initiative that developed the road map for change. This business driven analysis leveraged the power of the new ERP system to fundamentally change their business model and maximize the value of their investment.

The consulting team started by conducting an assessment of the current state business environment. This involved reviewing the business strategy to gain an understanding of the critical business drivers, running a number of workshops to map the 'As Is' processes, capturing the 'voice of the customer' through a series of focus groups and assessing the employee change index, through a series of interviews and focus groups. This identified the key problem areas and opportunities for improvement.

With this baseline established, the team next focused on defining the desired future state business environment. An executive retreat was run to create a vision of the ideal business model and to define a set of design principles. These were used to guide the detailed 'To Be' design activities that created new business rules, processes, job roles and an organizational structure. During the design, the ERP system was used as a key enabler of the new business model. Critical business requirements were mapped against the capabilities of the system and potential 'gaps' were identified. All of this was consolidated into a series of projects; both business and IT related that formed the road map for change over the 18 month implementation period.

This resulted in a more effective ERP implementation and the realization of the desired benefits.

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“Improving business results through team effectiveness”



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Note. This engagement was conducted by ProFitness Advisors Group Partners Brian Ternoway, Barry Towner and Bob Ferguson while members of the IBM Consulting Group of IBM Canada Ltd.

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